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AMS

GUIDE TO

MANAGEMENT

COMPENSATION

1983

Salary and fringe benefit information for management
personnel in the United States and Canada

113 Cities

3,194 Companies

52,690 Employees

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Map of AMS Chapters in United States and Canada



Administrative Management Society
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215-659-4300

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Eleventh Annual Guide To Management Compensation

***Salary and Benefit Information
for Management Personnel
in the
United States and Canada***

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Objectives:

To provide up-to-date information on various aspects of management through survey activities and to disseminate this data through appropriate society committees and members; and to make this information available to other professional organizations, managers and educators.

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INTRODUCTION

Recognizing the need for current, reliable salary and fringe benefit information for management personnel, the AMS Management Information Committee is pleased to present the findings of the Eleventh Annual AMS Salary Survey of twenty key, exempt "benchmark" positions found in most companies in the United States and Canada.

The survey is made possible through the cooperation of the vast network of AMS chapters throughout the United States and Canada. Input has been provided by numerous member and non-member participants in the areas of local AMS chapters.

This report gives annual base compensation in effect on September 17, 1982 for each of the twenty positions in the survey. It presents salary data for 52,690 management employees in 3,194 companies in 113 cities.

Data includes the weighted average for annual salaries paid, number of employees reported in the survey and number of companies reporting and also the three quartile rates: first, third, and the median.

The three quartile rates are a good indication of the frequency distribution in the upper and lower range. See the "Guide to Use of Survey Data" for details on the development of these figures.

Corollary information highlights latest trends in company policies on hours of work, paid vacations and holidays, and sick leave pay granted to management personnel.

Data outlines fringe benefits provided to these employees and company policies in payment of various types of insurance plans. A summary is given on pension plans and how they are structured and funded. Information is also given on company policies in giving salary increases to management personnel.

The 1983 *Guide to Management Compensation* correlates overall salary and fringe benefit information and is sent without charge to all participating member and non-member companies.

All AMS chapters participating in this survey are provided with detailed salary data and fringe benefit information for publication of a local salary survey report. In many chapters these local reports are available and include detailed salary information by type of business. For further information, contact AMS International Headquarters in Willow Grove, Pennsylvania to inquire about these reports.

We welcome your comments regarding the format of this survey, the positions included, and other suggestions that will make the Guide a more effective management tool for determining fair, competitive salaries, personnel policies and fringe benefits for your employees.



CONTENTS

AMS Management Information Committee	2
Introduction	3
Guide to Use of Survey Data	6-7
Position Titles and Descriptions	8-9
Personnel Policies for Exempt Management Personnel	10
Company Policies on Payment of Insurance Benefits	11
Company Policies on Pension Plans	12
Company Policies on Salary Increases	13
Survey Highlights	14
International Salary Figures — U.S. and Canada	15
(Tabulated results reflect annual salaries for "Total All Types of Business" in this survey)	
U.S. Regional Salary Figures	16-17
(Tabulated results reflect salaries for "Total All Types of Business" in this survey)	
Summary of Salary Levels for Management Positions in the U.S.	18-19
Total U.S. — Salaries by Type of Business	20
Eastern U.S. — Salaries by Type of Business	21
East Central U.S. — Salaries by Type of Business	22
West Central U.S. — Salaries by Type of Business	23
Southern U.S. — Salaries by Type of Business	24
Western U.S. — Salaries by Type of Business	25

Akron-Canton, OH	31	Greater Orlando, FL	37	Quad Cities ⁸	35
Atlanta, GA	36	Greensboro, NC	37	Reading, PA	29
Bakersfield, CA	40	Greenville, SC	38	Research Triangle, NC ⁹	39
Baltimore, MD	36	Hamilton, ON	26	Richmond, VA	39
Battle Creek-Kala, MI	31	Hampton Roads, VA ⁴	38	Roanoke, VA	39
Birmingham, AL	36	Harrisburg Area, PA	28	Rockford, IL	33
Boise, ID	40	Hartford, CT	28	Sabine Neches, TX ¹⁰	39
Boston, MA	27	Houston, TX	38	St. Louis, MO	35
Brantford, ON	26	Indianapolis, IN	32	Salem Area, OR	42
Buffalo, NY	27	Jacksonville, FL	38	Salt Lake City, UT	42
Butler County, OH	31	Kansas City, MO	34	San Antonio, TX	39
Calgary, AB	26	Lancaster, PA	28	San Francisco, CA	42
Cedar Rapids, IA	33	Lansing, MI	33	San Jose, CA	42
Charlotte, NC	36	Lehigh Valley, PA	28	Seattle, WA	42
Chattanooga, TN	37	Lexington, KY	38	Southeast Minnesota ¹¹	35
Chicago, IL	31	Lincoln, NE	34	Southern Connecticut ¹²	30
Cincinnati, OH	31	Little Rock, AR	38	Southern Minnesota	35
Cleveland, OH	31	Los Angeles, CA	41	Spartanburg, SC	40
Colorado Springs, CO	41	Madison, WI	34	Spokane, WA	43
Columbia, SC	37	Metropolitan New Jersey ⁵	28	Stockton, CA	43
Columbus, OH	32	Mid-Missouri	34	Syracuse, NY	30
Concord, NH	27	Milwaukee, WI	35	Tacoma, WA	43
Dallas, TX	37	Minneapolis-St. Paul, MN	35	Toledo Area, OH	33
Dayton, OH	32	Modesto, CA	41	Topeka, KS	36
Denver, CO	41	Montgomery County, PA ⁶	28	Toronto, ON	26
Des Moines, IA	33	Nashville, TN	39	Triple Cities, NY ¹³	30
Detroit Area, MI	32	New York, NY	29	Tulsa, OK	40
East Tennessee	37	North/West Chicago, IL ⁷	33	Vancouver, BC	27
Edmonton, AB	26	Oklahoma City, OK	39	Victoria, BC	27
El Paso, TX	41	Omaha, NE	35	Washington, DC	40
Evansville, IN	32	Philadelphia, PA	29	Westchester, NY	30
Fargo-Moorhead, ND	34	Phoenix, AZ	41	Western Massachusetts	30
Finger Lakes, NY ¹	27	Pittsburgh, PA	29	West Michigan ¹⁴	33
Fort Dodge, IA	34	Portland, ME	29	Wichita, KS	36
Fort Wayne, IN	32	Portland, OR	42	Winnipeg, MB	27
Fort Worth, TX	37	Providence, RI	29	Winston-Salem, NC	40
Grand Valley, ON ²	26			Worcester, MA	30
Greater Bridgeport ³	28			York, PA	31

- 1 Union Springs, Naples, Manchester, Newark, Geneva, Auburn, Canandaigua
- 2 Kitchener
- 3 Bridgeport, Shelton, Trumbull, New Haven, Fairfield, Stamford, Norwalk, Westport
- 4 Norfolk, Virginia Beach
- 5 Newark, East Orange, Summit, Clifton, Elizabeth, Morristown, NJ
- 6 Norristown, Ambler, King of Prussia, Harleysville

- 7 Des Plaines, Schaumburg, Deerfield, Oak Brook, Elmhurst
- 8 Davenport, IA, Moline, E. Moline, Rock Island, IL
- 9 Raleigh, Durham, Henderson
- 10 Beaumont, TX
- 11 Austin, Albert Lea, Rochester, St. Charles
- 12 Stamford, Old Greenwich, Wilton, Danbury, Darien, CT
- 13 Binghamton, Endicott, Vestal, NY
- 14 Grand Rapids, Big Rapids Wyoming, Muskegon, Zeeland, MI

Guide To Use of Survey Data

We are pleased to present the results of the eleventh annual survey of salaries of management personnel. This survey has been developed to provide AMS members and non-members with reliable, exempt salary and fringe benefit information covering the management spectrum but excluding top management.

SCOPE OF THE SURVEY

This survey covers 20 carefully selected exempt management positions that are representative "benchmark" jobs in all types of business. (Fourteen are general administrative positions and six are plant or factory related.) The effective date of this survey is September 17, 1982. Please note that the annual base compensation for the 20 management positions is reported in thousands of dollars.

TYPES OF BUSINESS

All types of business are represented in the survey, including: 1) Manufacturing/Processing; 2) Banking/Insurance/Financial; 3) Retail/Wholesale Distribution; 4) Utilities; 5) All others – Governmental, Education, Medical, Employment, etc.

COROLLARY INFORMATION

The corollary information specifically identifies up-to-date personnel policies and practices. Data are given on hours of work, paid holidays, vacations, and company policies relating to group life insurance, hospitalization, major medical, optical care, legal services and other benefits.

GEOGRAPHIC REGIONS

Annual base compensation is reported for all types of business for most major cities and for seven geographic regions – Total United States; Eastern United States; East Central United States; Western United States; West Central United States; Southern United States and Canada. As an additional service to users of this Guide, a breakdown of salaries by type of business for the United States and the five regions in the United States is included.

VALIDITY OF FIGURES

Although rates were computed for all data reported, it should be recognized that small samples cannot produce meaningful mathematical measures. An audit procedure has been initiated to delete samples that are not statistically sound. This information has been accumulated in the computer and is included in national and regional figures for Total United States and the five regions in the United States and Canada.

EXPLANATION OF STATISTICS

This report contains four rates for annual base salaries including the average, the first, second and third quartiles, plus the number of companies reporting and the number of employees reported for each position. The four rates are explained as follows:

Average (Arithmetic Mean) — in computing the average (arithmetic mean) for each position, the total number of employees reported for each salary is multiplied by the salary. The results of each of these calculations are totaled and divided by the number of employees whose salaries are reported for the position.

Quartiles — A quartile is not an average — it is a measure of a position in a distribution. It is an actual salary at the particular quartile position. In certain distributions, there may not be a person's salary at the quartile dividing point, in which case interpolation and rounding are used to provide a whole dollar figure.

As contrasted to averages, quartiles are not affected by the high frequency of salaries at the extremes, either at the high or low end of a distribution. Because of this characteristic, quartiles present highly acceptable figures in salary surveys where position categories are subject to personal interpretation.

First Quartile — This is the actual annual salary paid the employee whose salary is more than one quarter and less than three quarters of all the employees reported for the position.

Median — Second Quartile — This is the actual annual salary of the middle employee in the distribution. Half of the employees reported earn more; the other half earn less. In a perfectly balanced distribution, the median salary will be the same figure as the average (arithmetic mean).

Generally speaking, when a substantial number of salaries are reported for a position and they have been placed in the correct classification (close conformance to position description), these two figures, the median and average, will be close.

Third Quartile — This is the actual annual salary paid the employee whose salary is more than three quarters of all the employees reported for the position.

The salaries at the First and Third Quartile show the limits of the middle 50% of employees reported. Some refer to the spread between these salaries as an "effective salary range" for the position because the salaries at the extremes are disregarded.

APPLYING THE INFORMATION

Salary surveys must be used with great caution. You are urged to review the content of each position description before making salary comparisons with the positions in your company. Do not be misled by position titles.

As mentioned previously, although rates were computed for all data presented, it should be recognized that small samples cannot produce meaningful mathematical measures. Therefore in printing the annual base compensation, salary data for less than two companies or three employees has been deleted. This data has been accumulated in the regional and national totals.

The position descriptions used in the questionnaire are basic. They were developed to enable respondents to include employees with similar duties. You should not expect the salaries in your company to be the same as the survey figures. Other factors should be considered when making comparisons of figures. These include fringe benefits and other alternate methods used to provide management personnel with equitable compensation.

POSITION TITLES & DESCRIPTIONS

A ACCOUNTING MANAGER — Supervises the maintenance of the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Supervises the preparation of periodic tax returns and determines that government tax regulations are being adhered to. Follows up on special accounting assignments and coordinates accounting functions with data processing. Assures standard accounting procedures are adhered to and supervises the maintenance of the accounting and voucher file.

B AUDITING MANAGER — Supervises audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops procedures to verify the existence of recorded assets and inclusiveness of recorded liabilities, and assures that income has been properly accounted for and expenses are proper and substantiated. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C COST ACCOUNTING MANAGER — Devises cost-accounting systems and processes and supervises the compilations of information to determine and record costs by department, division, cost centers, product and other groupings. Devises classifications for labor, material, expenses and other items for computing costs of new products or services. Analyzes costs appearing out of line with previous records. From available cost information, prepares reports, including manufacturing budgets, plant financial statements, operating control reports and variations from standard cost and reasons thereof. Develops and improves methods of calculating and controlling costs.

D PAYROLL MANAGER — Supervises payroll functions, including the computation of required and voluntary deductions; preparation and verifications of payrolls; maintenance of payroll records and reports; preparation of various reports for federal, state and local government agencies and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements. Responsible for preparation of other compensation payments, for constant surveillance of changing payroll, tax and reporting procedures and planning work schedules.

E CREDIT & COLLECTION MANAGER — Manages credit and collection activities. Establishes procedures for investigating, granting and controlling credit, and collecting accounts due. Determines credit limits and recommends working capital required to finance accounts receivable and to provide reserves for bad debts. Supervises mailing of collection letters and attempts to collect delinquent accounts personally or through an attorney or agency. Investigates new customers credit ratings, arranges term of payment and aids in obtaining financial assistance. Represents company in bankruptcy actions. Supervises maintenance of accounts receivable ledger and adjustment of claims. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

F PERSONNEL DIRECTOR — Provides human resources for a company and directs the personnel program. Develops and administers policies and carries out personnel objectives and programs. Supervises employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, employee benefits and personnel surveys. Participates in labor relations functions, including counseling, resolving grievances and negotiations, insures understanding of and compliance with governmental regulations covering employees. Maintains contact with community representatives and participates in quasi-business/community affairs. May be responsible for health and medical services, safety and employee recreation programs.

G EMPLOYMENT MANAGER — Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Creates and designs new employment programs and methods to attain recruiting objectives. Directs recruitment functions by determining employment needs, placing advertisements, developing recruiting schedules and assigning interviewing and selection functions to staff. Maintains favorable relationship with college placement officials, high school guidance counselors, business executives and promotes other sources of applicants through personal contacts. Identifies labor market and wage and salary trends which adversely affect the company's competitive position in attracting employees. Evaluates exit interviews, reviews records for unemployment compensation and periodic employment statistics.

H CUSTOMER SERVICE MANAGER — Directs the product service department and establishes policy and guidelines in responding to requests for service and the handling of customer complaints. Trains department staff to respond positively to customers with varying degree of objections, criticisms and hostility. Determines cases which can be handled directly and those to be referred to superior. Assures that adequate information about products and services rendered is available. Provides procedures and standards for use in making decisions on service charges and writing off charges within company's allowable limits. Observes customer handling techniques and reviews procedures to provide maximum good will from transactions. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

I WORD PROCESSING MANAGER — Responsible for directing the overall operation of a word processing center, including the guidance of supervisors, personnel administration, staff requirements, user liaison, and evaluation, design and implementation of future wp systems. Also is responsible for budgets, overall production reports, and coordination of services with administrative support. May also manage the operation of photocopying, printing, mailing or graphics services.

J COMPENSATION MANAGER — Administers wage and salary plans for exempt and non-exempt personnel. Follows company pay philosophy in establishing pay procedures and approving salary adjustments. Devises new plans of compensation. Observes impact of trends in cost-of-living, area differential and wage negotiations on rate structures and ranges. Conducts wage and salary surveys to obtain data to support changes in policy, practice and rates of pay. Approves salary changes within certain limits and submits others for management. Indoctrinates managers in wage and salary policies and procedures. Provides computer center with specifications and data to computerize pay data. Prepares payroll reports and complies with government wage and hour regulations. May be responsible for administering the employee benefit program.

Position Title & Descriptions (continued)

K LEGAL ASSISTANT SERVICES MANAGER — Supervises paralegal services in a law department. Plans and coordinates paralegal services throughout the department to ensure judicious and effective use of resources. Selects, appraises and motivates legal assistant staff. Establishes training and education programs to orient new hires and to develop existing staff. Directs and evaluates the work of subordinate legal assistants. May be responsible for budgeting and controlling funds for paralegal services.

L BRANCH MANAGER — Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Delegates branch office functions to supervisors. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operations. Safeguards office funds, arranges for securities transactions with main office, and serves as fiscal agent in assigned area. Handles complex customer complaints, reviews accounting and fiscal reports, maintains local budget and cost control programs. Supervises training program in office and serves as local personnel representative at recruitment programs.

M SALES MANAGER — Plans and coordinates sales programs for maximum sales volume and profitability. Conducts sales promotion staff meetings for long and short-range sales events. Participates in meetings to select lines or items of merchandise to promote and develop timing methods of promotion. Sets up schedules for sales volume and follows up to assure participation of other departments. Works with advertising department in preparing advertisement for newspapers and other media. Maintains balance in promotion between sales force, advertising and other forms of publicity, display and presentation. Develops sales budgets and forecasts and prepares operating reports.

N MANAGER-ADMINISTRATIVE SERVICES — Supervises administrative services including typing, stenography, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Negotiates the purchase of office supplies and equipment and contracts for service of office equipment. Supervises receiving and shipping functions for administrative department. Controls interoffice messenger and communications units maintaining directories and telephone systems. Conducts special studies to determine the equipment performance and costs and reviews new equipment with sales representatives. Coordinates with operating departments to establish new and modified existing systems for administrative services. Trains personnel to perform tasks and indoctrinates them on company policies and procedures. (Excludes positions with titles of Director or Vice-President.)

O WAREHOUSE MANAGER — Supervises the receiving, storing and delivery of material, equipment, merchandise and supplies. Assures the effective use of facilities for storing and distributing raw material and finished goods inventories. Provides for inspection of incoming material against order and specifications and arranges for return of defective material. Plans and coordinates the transfer of material from the warehouse. Arranges for periodic and special inventories. Maintains current transportation rate schedules and selects carriers, providing the best service. Handles loading and routing of trucks, routine services and maintenance of trucks.

P PLANT MANAGER — Directs the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans, maintains production schedules, quality, safety and cost standards, and maintains favorable labor relations. Supervises the allocation of material, manpower and equipment resources, identifying and reporting variances in efficiency, budget and indirect labor utilization. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions, company policies, establishes safety standards, and recommends or provides training courses. Prepares production, operating cost and budget reports.

Q FOREMAN — Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet defined quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Checks production for below standard performance and takes corrective action. Assigns employees to jobs, instructs them in performance of work, and familiarizes them with company rules and regulations. Maintains discipline and recommends transfer or discharge of employees. Contacts plant operations to correct operating and manufacturing mechanical problems.

R GENERAL FOREMAN — Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Directs workforce including discipline and application of performance and task standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

S PURCHASING MANAGER — Directs the procurement of materials and supplies, selects reliable sources, approves purchase orders, controls prices and quality, and supervises purchasing personnel. Maintains contact with suppliers for information on factors affecting prices, availability and delivery of products. Locates and investigates potential supply sources, developing and maintaining favorable relations to secure maximum service. Supervises the negotiation of purchase contracts and develops schedules for delivery of products. Contacts production and engineering for development of new equipment, product specifications and the need for substitute materials. Visits vendors to investigate facilities, capacity and ability to meet quality requirements.

T BUYER — Buys materials from suppliers at the lowest cost consistent with quality requirements, reliability of source and urgency of need. Studies market trends, interviews vendors and recommends sources of supply. Analyzes quotations received, selects or recommends suppliers with whom orders are to be placed, and schedules deliveries. Arranges with vendors for replacement of defective items purchased. Prepares orders and follows up orders to expedite shipment and delivery. Obtains certifications of delivery, conducts check against order and approves payment of invoice.

Personnel Policies for Exempt Management Personnel

In addition to the salary data reported in this survey, information is given on various personnel policies and types of fringe benefits provided to management personnel.

The scope of benefits is constantly expanding and survey findings show trends in emerging benefits such as dental insurance, accidental death and disability insurance, legal services, optical care, annual physical examinations, stock options, profit sharing and thrift/savings plans.

The range of company supported plans reported in the survey varies widely. The tables on page 11 list the types of group insurance plans which are most prevalent in the participating companies and company policies in coverage and payment of these benefits.

HOURS OF WORK – UNITED STATES AND CANADA

Company policies on hours of work for management personnel in the United States show that 66% of the management employees surveyed work 40 hours a week; 27% work less than 40 hours a week. Only 5% work more than 40 hours. These findings show little or no change when compared to the 1982 survey report.

In Canada, policies are more liberal and the findings indicate that 82% of the exempt personnel work less than 40 hours a week; 14% work 40 hours and 4% did not reply.

PAID HOLIDAYS AND SICK LEAVE

Pay for time not worked is a benefit frequently overlooked by employees. There is an upward trend in the number of paid holidays for exempt management personnel in the United States. The majority of the U.S. firms reporting grant nine paid holidays per year.

Canadian policies are liberal and respondents indicate the number of paid holidays granted to exempt personnel is 10 per year.

In both countries, paid sick leave policies are based on length of service. In the United States the paid sick leave ranges from two weeks after one year of service to seven weeks after 25 years of service; in Canada the range is three weeks after one year of service to eight weeks after 25 years of service.

VACATIONS – UNITED STATES

Paid vacations are essential in the benefit package. The majority of the respondents in the United States grant management personnel one week paid vacation after six months of service and two weeks after one year of service. This year there is still a trend to granting three weeks paid vacation after five years of service rather than 10 years. Most U.S. firms give managers four weeks vacation after 15 years of service.

Seventy-one percent of the U.S. firms indicate that yearly vacation allotments cannot be accumulated; 26% report that vacation allotments can be accumulated; 3% gave no answer. When asked if employees are compensated for vacation allotments not used, 71% of the respondents said "no"; 26% said "yes"; 3% did not answer.

VACATIONS – CANADA

In Canada the majority of firms reporting indicate the management employees receive one week of paid vacation after six months of service; two weeks after one year; three weeks after five years and four weeks after 15 years of service.

Seventy-one percent of the Canadian firms report that yearly vacation allotment cannot be accumulated; 24% said vacation allotment can be accumulated; 5% did not reply.

To the question regarding payment for unused vacation time, 58% of the companies answered "no"; 38% answered "yes"; 4% gave no answer.

Company Policies on Payment of Insurance Benefits

International and Regional

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
GROUP LIFE INSURANCE	PERCENT REPORTED						
Paid by Company in Full	67	72	70	64	61	66	56
Paid by Employee in Full	2	1	2	2	2	2	2
Company/Employee Share Cost	26	22	25	29	33	24	37
No Response	5	5	3	5	4	8	5

HOSPITALIZATION							
Paid by Company in Full	58	64	61	50	54	56	49
Paid by Employee in Full	1	0	0	0	0	0	4
Company/Employee Share Cost	37	32	35	45	41	36	36
No Response	4	4	4	5	5	8	11

SURGICAL BENEFITS							
Paid by Company in Full	56	62	60	47	52	56	42
Paid by Employee in Full	1	1	1	0	0	0	1
Company/Employee Share Cost	37	31	36	44	41	35	28
No Response	6	6	3	9	7	8	29

MAJOR MEDICAL							
Paid by Company in Full	56	62	60	48	52	55	53
Paid by Employee in Full	0	1	1	0	0	0	3
Company/Employee Share Cost	38	30	37	46	42	38	33
No Response	6	5	2	6	6	7	11

LONG TERM DISABILITY							
Paid by Company in Full	52	54	53	51	50	47	45
Paid by Employee in Full	9	9	8	10	9	8	14
Company/Employee Share Cost	22	19	24	21	25	23	30
No Response	17	18	15	18	16	22	11

PROFIT SHARING							
Paid by Company in Full	25	27	23	27	17	26	30
Paid by Employee in Full	3	1	1	0	0	0	0
Company/Employee Share Cost	5	4	4	6	6	3	4
No Response	67	68	72	67	77	71	66

STOCK OPTION							
Paid by Company in Full	3	4	4	3	3	3	2
Paid by Employee in Full	6	6	6	7	5	5	3
Company/Employee Share Cost	7	6	6	5	9	7	5
No Response	84	84	84	85	83	85	90

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
DENTAL INSURANCE	PERCENT REPORTED						
Paid by Company in Full	37	37	41	31	26	47	49
Paid by Employee in Full	2	2	1	1	2	2	1
Company/Employee Share Cost	23	18	21	26	23	26	28
No Response	38	43	63	42	49	25	22

ACCIDENTAL DEATH & DIS.							
Paid by Company in Full	56	62	59	53	51	50	53
Paid by Employee in Full	8	7	8	8	10	11	5
Company/Employee Share Cost	16	14	15	18	21	16	23
No Response	20	17	18	21	18	23	19

DEPENDENT LIFE INSURANCE							
Paid by Company in Full	10	9	7	9	7	19	18
Paid by Employee in Full	16	11	9	19	19	19	10
Company/Employee Share Cost	13	9	10	14	21	14	18
No Response	61	71	74	58	53	48	54

LEGAL SERVICES							
Paid by Company in Full	0	0	1	0	0	0	0
Paid by Employee in Full	3	2	2	2	4	3	2
Company/Employee Share Cost	0	0	0	0	0	0	4
No Response	97	98	97	98	96	97	94

OPTICAL CARE							
Paid by Company in Full	8	8	9	5	4	14	28
Paid by Employee in Full	2	2	3	2	3	2	3
Company/Employee Share Cost	4	3	4	4	2	6	8
No Response	86	87	84	89	91	88	61

PHYSICAL EXAM (PERIODIC)							
Paid by Company in Full	20	24	19	21	20	15	22
Paid by Employee in Full	3	2	2	3	2	3	15
Company/Employee Share Cost	4	3	4	5	3	6	11
No Response	73	71	75	71	75	76	52

THRIFT/SAVINGS							
Paid by Company in Full	2	3	2	1	2	2	2
Paid by Employee in Full	12	15	10	12	9	9	5
Company/Employee Share Cost	15	16	14	14	20	12	5
No Response	71	66	74	73	69	77	88

COMPANY POLICIES ON PENSION PLANS

Pension plans are high on the list of benefits for exempt personnel. In the United States, the majority of reporting firms provide employees with liberal pension benefits. Sixty-three percent of the respondents pay the full cost of this benefit; 12% indicate costs are shared by company and employee; only 1% of costs are paid by the employee; 24% did not answer the question.

Most Canadian firms also indicate they have pension plans for exempt employees. Sixty-eight percent of respondents report pension costs are shared by company and employee; 19% report costs are paid by the company; 1% report costs are paid by the employee; 12% did not answer.

In both countries pension plans are based on age and/or length of service. The following tables indicate percentage figures on the administration of the plans.

Basis of Benefit Formula			Survivor Benefits		
	United States	Canada		United States	Canada
Career Average	14%	19%	Yes	69%	69%
Final Pay	44%	44%	No	5%	11%
Flat Benefit per Years of Service	7%	7%	No Answer	26%	20%
Other	6%	6%	Pension Plan Integrated With Social Security		
No Answer	29%	24%		United States	Canada
Annual Reduction of Benefits upon Early Retirement			Yes	45%	0
	United States	Canada	No	29%	0
None	11%	11%	No Answer	26%	0
0 to 2% per year	10%	11%	Earliest Retirement Age		
2 to 4% per year	12%	17%		United States	Canada
4 to 6% per year	19%	21%	Age 50	4%	3%
Over 6%	11%	8%	Age 55	53%	39%
No Answer	37%	31%	Age 60	6%	17%
			Age 62 & over	12%	22%
			No Answer	25%	19%

COMPANY POLICIES ON SALARY INCREASES

In the United States 56% of the respondents give salary increases to management employees on a merit basis; 32% give increases on a merit and general basis; 8% give increases on a general or cost of living basis; 2% give increases on another basis and 2% did not respond to the question. There is little change in these figures when compared with last year's figures.

The Canadian companies indicate that 56% of salary increases are given to exempt personnel on a merit and general basis. Twenty-five percent give increases on a merit basis only; 12% give increases on a general or cost of living basis; while 3% mentioned "other" basis and 4% did not reply. These figures show little change when compared with last years figures.

The following charts present percentage figures reported for Canada; Total United States and the five regions in the United States.

Type of Salary Increases Granted to Exempt Employees	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
Merit	56%	61%	61%	54%	56%	46%	25%
General (Including Cost of Living)	8%	6%	6%	10%	6%	9%	12%
Merit and General	32%	29%	30%	31%	33%	39%	56%
Other	2%	2%	2%	3%	2%	3%	3%
No Answer	2%	2%	1%	2%	3%	3%	4%

Highlights

Salary Data for U.S. and Canada

This report reflects results of an indepth survey on annual base compensation for 52,690 employees in 3,194 companies in 113 cities throughout the United States and Canada.

Types of business represented in the survey are Manufacturing/Processing; Banking/Insurance/Financial; Retail/Wholesale Distribution; Utilities; All others – Governmental, Educational, Medical, and Employment.

As of September 17, 1982, the average annual salary for the 20 key "benchmark" positions surveyed in the United States was \$27,861 or 7.6% over last year's average of \$25,894. The salaries range from \$22,500 to \$36,600.

In Eastern United States the average salary was \$27,513 and range was from \$22,500 to \$36,800; in East Central U.S. the average salary was \$28,254. The lowest salary was \$23,700 and the highest salary was \$38,300.

In West Central U.S. the average salary was \$27,378 with a low of \$19,900 to a high of \$36,100; in Southern U.S. the average salary was \$27,516. The range of salaries in the South went from \$21,800 to \$35,600.

In Western U.S. the average salary for the 20 positions in the survey was \$28,936. The salaries range from \$22,500 to \$35,200.

In Canada, the average salary for the 20 positions in the survey was \$29,148. The salaries range from \$25,300 to \$36,700 and are presented in Canadian funds.

The figures below indicate the percentage of increase in annual salaries on the 20 positions throughout the United States. This year the positions of Word Processing Supervisor and Manager, EDP were replaced by Legal Assistant Services Manager and Employment Manager.

UNITED STATES				UNITED STATES			
	1981	1982	% of Increase		1981	1982	% of Increase
Accounting Manager	\$28,500	\$31,200	9.4%	Legal Asst. Services Mgr.	\$ —	\$27,700	—
Auditing Manager	29,300	32,300	10.2%	Branch Manager	25,000	27,000	8.0%
Cost Accounting Manager	26,400	28,700	8.7%	Sales Manager	33,900	35,200	3.8%
Payroll Manager	—	22,500	—	Manager, Admin. Services	26,500	27,500	3.8%
Credit & Collection Mgr.	24,900	26,700	7.2%	Warehouse Manager	24,100	25,300	4.9%
Personnel Director	32,000	33,500	4.6%	Plant Manager	33,700	36,600	8.6%
Employment Manager	24,500	27,200	11.0%	Foreman	23,400	25,800	10.2%
Customer Service Manager	24,600	27,300	10.9%	General Foreman	27,100	29,100	7.3%
Word Processing Manager	23,900	23,800	-.4% *	Purchasing Manager	28,400	30,600	7.7%
Compensation Manager	—	30,800	—	Buyer	22,100	23,300	5.4%

* (decrease)

ACCOUNTING MANAGER	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AUDITING MANAGER																				
COST ACCOUNTING MANAGER																				
PAYROLL MANAGER																				
CREDIT & COLLECTION MANAGER																				
PERSONNEL DIRECTOR																				
EMPLOYMENT MANAGER																				
CUSTOMER SERVICE MANAGER																				
WORD PROCESSING MANAGER																				
COMPENSATION MANAGER																				
LEGAL ASSISTANT SERVICES MANAGER																				
BRANCH MANAGER																				
SALES MANAGER																				
MANAGER, ADMIN. SERVICES																				
WAREHOUSE MANAGER																				
PLANT MANAGER																				
FOREMAN																				
GENERAL FOREMAN																				
PURCHASING MANAGER																				
BUYER																				

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	32.3	28.7	22.5	26.7	33.5	27.2	27.3	23.8	30.8	27.7	27.0	35.2	27.5	25.3	36.6	25.8	29.1	30.6	23.3
FIRST QUARTILE	25.5	26.5	23.5	17.5	20.5	26.5	21.5	21.5	19.5	24.5	18.5	20.5	28.5	21.5	19.5	31.5	22.5	24.5	24.5	18.5
MEDIAN	30.5	32.5	27.5	21.5	25.5	33.5	26.5	26.5	23.5	30.5	25.5	24.5	36.5	26.5	24.5	38.0	25.5	28.5	30.5	22.5
THIRD QUARTILE	36.5	38.0	33.5	26.5	31.5	42.0	31.5	32.5	26.5	35.5	36.5	32.5	44.0	33.5	29.5	45.0	29.5	33.5	36.5	26.5
NO. COMPANIES	1887	682	689	1153	1002	1743	797	911	477	508	96	709	1184	1047	917	924	1110	863	1456	1221
NO. EMPLOYEES	2478	892	892	1508	1161	1943	906	1361	1016	554	149	6392	2773	1428	1322	14598	4075	1731	3457	

CANADA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.8	36.7	26.5	23.9	26.6	34.4	28.8	25.6	25.3	33.9	33.5	36.4	34.7	30.1	26.5	35.4	25.5	31.0	30.3	25.3
FIRST QUARTILE	23.5	29.5	22.5	18.5	22.5	26.5	23.5	20.5	27.5	27.5	13.5	31.5	28.5	25.5	22.5	30.5	22.5	28.5	25.5	22.5
MEDIAN	25.5	38.0	25.5	24.5	26.5	34.5	26.5	26.5	24.5	32.5	36.5	36.5	34.5	29.5	25.5	34.5	25.5	30.5	29.5	24.5
THIRD QUARTILE	31.5	44.0	27.5	26.5	31.5	44.0	32.5	29.5	27.5	40.0	36.0	44.0	42.0	34.5	30.5	40.0	27.5	34.5	34.5	28.5
NO. COMPANIES	123	32	35	71	66	101	41	49	18	19	5	68	97	67	64	72	87	63	87	86
NO. EMPLOYEES	287	46	37	71	72	102	45	59	18	20	5	194	143	78	72	100	533	91	193	

ACCOUNTING MANAGER	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AUDITING MANAGER																				
COST ACCOUNTING, MANAGER																				
PAYROLL MANAGER																				
CREDIT & COLLECTION MANAGER																				
PERSONNEL DIRECTOR																				
EMPLOYMENT MANAGER																				
CUSTOMER SERVICE MANAGER																				
WORD PROCESSING MANAGER																				
COMPENSATION MANAGER																				
LEGAL ASSISTANT SERVICES MANAGER																				
BRANCH MANAGER																				
SALES MANAGER																				
MANAGER, ADMIN. SERVICES																				
WAREHOUSE MANAGER																				
PLANT MANAGER																				
FOREMAN																				
GENERAL FOREMAN																				
PURCHASING MANAGER																				
BUYER																				

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	32.1	27.3	23.4	27.1	33.5	27.1	26.2	22.5	31.7	30.6	25.5	37.0	27.5	24.8	36.8	25.3	29.3	31.1	23.1
FIRST QUARTILE	24.5	26.5	22.5	18.5	20.5	26.5	20.5	21.5	19.5	25.5	23.5	19.5	31.5	21.5	19.5	31.5	21.5	24.5	25.5	18.5
MEDIAN	29.5	31.5	24.5	22.5	26.5	33.5	25.5	25.5	23.5	31.5	28.5	23.5	38.0	25.5	24.5	38.0	25.5	28.5	30.5	22.5
THIRD QUARTILE	34.5	38.0	31.5	26.5	31.5	44.0	32.5	29.5	23.5	38.0	38.0	29.5	45.0	33.5	28.5	44.0	29.5	33.5	36.5	26.5
NO. COMPANIES	526		211		312		234		114		25		375		248		383		446	
NO. EMPLOYEES	684	172	338	342	362	485	264	299	351	144	39	172	774	269	335	4828	308	527	369	
		252		503	556		495		151		1815		404		625		1305		991	

EAST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	32.3	30.0	23.7	27.5	34.5	27.9	28.8	26.5	31.3	28.9	27.4	34.5	29.8	28.6	38.3	25.6	29.5	32.2	25.4
FIRST QUARTILE	26.5	27.5	24.5	19.5	21.5	28.5	22.5	22.5	20.5	25.5	19.5	20.5	27.5	23.5	23.5	33.5	22.5	24.5	26.5	20.5
MEDIAN	31.5	33.5	29.5	22.5	26.5	33.5	26.5	28.5	25.5	29.5	23.5	24.5	34.5	29.5	27.5	40.0	25.5	28.5	32.5	24.5
THIRD QUARTILE	35.5	35.5	34.5	28.5	33.5	42.0	32.5	33.5	33.5	38.0	42.0	34.5	42.0	35.5	33.5	45.0	28.5	33.5	38.0	28.5
NO. COMPANIES	355		166		207		166		81		20		219		170		233		285	
NO. EMPLOYEES	450	145	228	228	347	347	188	184	112		122		739	167	254	190	4186	187	346	256
		239		262	416		229		120		1206		210		291		1008		840	

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	30.1	30.1	28.9	19.9	25.6	32.8	25.9	26.7	21.8	29.1	30.3	26.8	35.3	26.2	24.0	36.1
FIRST QUARTILE	24.5	23.5	24.5	14.5	20.5	26.5	21.5	20.5	17.5	22.5	23.5	24.5	29.5	20.5	18.5	29.5
MEDIAN	28.5	28.5	28.5	17.5	25.5	32.5	25.5	25.5	21.5	28.5	29.5	24.5	36.5	25.5	22.5	36.5
THIRD QUARTILE	34.5	35.5	32.5	23.5	30.5	40.0	29.5	31.5	26.5	33.5	33.5	28.5	44.0	30.5	28.5	44.0
NO. COMPANIES	357	120	99	188	184	297	138	154	87	77	13	153	220	150	132	161
NO. EMPLOYEES	453	179	121	278	220	318	160	207	91	84	13	1169	472	201	1486	281
														238	195	476
																536

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	33.6	33.0	29.4	22.2	26.8	32.9	27.0	28.2	24.9	30.5	30.2	24.3	33.5	27.7	23.2	35.6
FIRST QUARTILE	27.5	27.5	23.5	16.5	21.5	25.5	20.5	19.5	15.5	24.5	19.5	18.5	24.5	20.5	17.5	29.5
MEDIAN	33.5	32.5	28.5	20.5	26.5	32.5	26.5	27.5	24.5	30.5	26.5	22.5	34.5	26.5	22.5	35.5
THIRD QUARTILE	42.0	38.0	34.5	27.5	31.5	42.0	32.5	35.5	28.5	35.5	40.0	27.5	44.0	34.5	26.5	45.0
NO. COMPANIES	344	117	117	156	156	355	153	149	101	103	21	125	166	174	139	179
NO. EMPLOYEES	509	219	126	241	169	376	179	266	116	103	24	1261	396	247	254	254
														261	261	898
																211
																559

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	31.6	33.7	29.4	22.5	25.8	33.6	28.3	27.5	24.5	30.8	-	33.0	34.4	27.0	25.9	35.2
FIRST QUARTILE	25.5	29.5	24.5	17.5	19.5	26.5	23.5	20.5	20.5	24.5	-	27.5	28.5	21.5	20.5	29.5
MEDIAN	31.5	33.5	27.5	21.5	24.5	33.5	28.5	27.5	26.5	31.5	-	32.5	35.5	25.5	25.5	35.5
THIRD QUARTILE	38.0	38.0	32.5	25.5	31.5	42.0	32.5	32.5	26.5	35.5	-	38.0	42.0	31.5	30.5	42.0
NO. COMPANIES	305	102	96	176	143	259	106	125	94	72	-	137	204	199	175	154
NO. EMPLOYEES	382	184	122	224	169	277	115	164	336	96	-	941	392	329	246	128
																1544
																270
																531

Summary Of Annual Salary Levels For Management Positions In The United States

This chart summarizes the average salary levels for all of the participating companies in the United States. The data reflects the total number of employees reported at various levels of annual base compensation.

An "A" has been placed to the left of the number of employees that fall in the salary level representing the average annual salary for all employees in the management positions surveyed.

For example, by referring to the chart you can determine that of the 2,773 Sales Managers reported, 113 earned a salary of \$35,001 to \$36,000 and the average salary of \$35,200 is within this range; of 1,943 Personnel Directors, a total of 115 earned a salary of \$33,001 to \$34,000 and the average of \$33,500 falls within this range. This theory can be applied to interpret the salaries for each position in the survey.

For easy reference, the shaded figures for each position indicate the number of employees by consecutive salary levels which represent the range from the first quartile to the third quartile inclusively. (The middle 50 percent.)

Looking at the position of Auditing Manager, the shaded area covers the salaries between \$26,001 to \$39,000 and the average salary of \$32,300 is between the range of \$32,001 and \$33,000. The first quartile rate of \$26,500 is within the \$26,001 to \$27,000 group and the third quartile rate of \$38,000 is within the \$37,001 to \$39,000 group.

For the position of Plant Manager, the shaded area shows a range of \$31,001 to \$45,000 and the average salary of \$36,600 is in the \$36,001 to \$37,000 range. The first quartile rate of \$31,500 is between \$31,001 to \$32,000 and the third quartile of \$45,000 is between the range of \$43,001 to \$45,000.

This procedure can be applied to each position in the survey.

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR
A	B	C	D	E	F

ANNUAL SALARY LEVEL	A	B	C	D	E	F
UNDER-13000	16	2	1	54	21	2
13001-14000	12	1	2	71	22	5
14001-15000	12	3	9	74	29	6
15001-16000	19	2	1	83	32	11
16001-17000	32	4	6	80	32	21
17001-18000	35	7	14	87	45	33
18001-19000	36	22	14	75	32	35
19001-20000	44	13	27	104	48	33
20001-21000	62	19	35	95	45	34
21001-22000	57	27	37	90	45	48
22001-23000	68	36	35	118	54	43
23001-24000	92	34	53	92	67	58
24001-25000	99	29	109	48	56	46
25001-26000	113	37	39	51	62	67
26001-27000	83	40	39	37	54	56
27001-28000	119	42	58	39	69	65
28001-29000	130	48	34	31	41	59
29001-30000	109	60	38	42	42	99
30001-31000	111	58	46	39	49	62
31001-32000	A 114	38	38	36	45	61
32001-33000	120	A 53	31	22	35	62
33001-34000	122	41	34	23	26	A 115
34001-35000	109	93	29	36	25	65
35001-36000	69	42	19	10	17	85
36001-37000	76	29	23	11	16	59
37001-39000	152	75	29	22	49	95
39001-41000	88	47	22	16	26	81
41001-43000	105	40	19	8	21	89
43001-45000	80	50	17	7	17	88
45001-OVER	194	81	34	7	39	360
TOTAL EMPLOYEES	2478	1073	892	1508	1161	1943

EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
G	H	I	J	K	L	M	N	O	P	Q	R	S	T

NUMBER OF EMPLOYEES BY JOB RATE

G	H	I	J	K	L	M	N	O	P	Q	R	S	T	TOTAL NUMBER OF EMPLOYEES
11	28	18			55	16	13	20	1	53	6	11	75	403
10	21	21	6		47	9	16	25		41	10	4	59	382
9	23	19	1	3	97	8	29	35	2	57	19	8	63	506
24	24	24	3	8	149	13	32	42	2	131	53	15	124	792
20	34	40	6	10	191	14	39	40	1	217	38	22	149	996
19	43	47	9	7	207	18	54	56		247	81	29	198	1236
36	49	40	7	14	271	15	55	61	5	442	64	29	196	1498
34	48	49	13	12	365	43	48	62	5	592	113	41	248	1942
42	48	49	9	5	341	31	58	78	12	866	118	39	266	2252
40	52	41	18	2	282	102	58	66	10	952	143	41	224	2335
53	54	47	24	6	263	37	65	81	41	895	154	57	230	2361
42	65	184	27	5	399	65	71	86	26	1125	191	70	227	2980
45	76	47	22	1	754	62	72	66	35	1066	209	43	220	3145
58	75	35	22	3	234	79	79	62	26	1072	235	72	192	2613
33	79	137	21	5	190	59	46	67	48	1230	235	94	184	2741
50	62	21	14	3	212	65	68	52	40	897	229	78	125	2308
38	72	61	31	7	186	66	68	54	37	852	210	75	126	2228
31	57	18	37	3	205	93	53	42	53	770	259	75	91	2183
40	53	15	25	3	160	103	58	51	48	770	210	75	79	2059
40	52	11	20	1	158	81	50	42	55	711	180	84	63	1888
32	37	12	17	1	129	93	32	37	41	391	174	91	58	1488
29	34	43	27	5	118	84	48	24	76	252	177	57	44	1379
17	32	9	30	3	172	112	40	38	75	282	141	64	31	1403
20	33	4	19	1	143	113	29	14	65	252	120	65	50	1174
24	15	1	14	6	124	79	17	5	51	131	120	64	32	895
25	43	4	27	5	200	172	70	34	105	173	187	98	28	1593
20	54	5	18	4	145	206	45	33	127	81	116	67	27	1228
15	33	2	22	4	88	154	32	13	93	22	92	50	18	920
19	31	5	15	6	94	154	20	12	84	22	67	46	5	839
24	33	7	42	16	411	627	63	24	403	6	120	121	25	2637
906	1361	1016	554	149	6392	2773	1428	1322	1587	14598	4075	3457	50404	

BEST AVAILABLE COPY

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Total U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	34.5	29.3	24.0	28.4	34.2	27.9	28.1	25.0	33.6	35.6	31.1	36.7	28.5	26.7	37.3	25.7	30.1	32.5	23.6
FIRST QUARTILE	26.5	29.5	24.5	17.5	22.5	27.5	22.5	22.5	19.5	28.5	28.5	24.5	30.5	22.5	21.5	32.5	22.5	25.5	27.5	19.5
MEDIAN	31.5	34.5	29.5	22.5	27.5	34.5	27.5	27.5	24.5	33.5	38.0	29.5	38.0	27.5	25.5	38.0	25.5	29.5	32.5	23.5
THIRD QUARTILE	38.0	40.0	33.5	28.5	33.5	42.0	31.5	33.5	29.5	40.0	45.0	38.0	45.0	33.5	30.5	45.0	29.5	34.5	38.0	26.5
NO. COMPANIES	693		409		458		285		97		21		605		418		822		706	
NO. EMPLOYEES	821	161	450	405	515	670	331	447	171	125	37	125	1513	286	555	780	12052	655	845	639
		176		424		734		553		181		850		316		1356		2952		1738

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.9	31.1	29.3	22.1	24.7	32.8	25.8	25.0	22.6	28.8	23.8	25.0	32.1	27.4	22.5	25.8	22.1	27.6	25.6	19.9
FIRST QUARTILE	24.5	25.5	23.5	17.5	18.5	25.5	19.5	19.5	17.5	23.5	16.5	19.5	25.5	21.5	18.5	22.5	16.5	22.5	19.5	16.5
MEDIAN	30.5	30.5	28.5	20.5	23.5	31.5	23.5	24.5	22.5	28.5	19.5	23.5	31.5	27.5	20.5	24.5	21.5	28.5	25.5	20.5
THIRD QUARTILE	38.0	36.5	34.5	25.5	29.5	42.0	31.5	29.5	26.5	34.5	27.5	28.5	40.0	31.5	24.5	27.5	27.5	29.5	29.5	23.5
NO. COMPANIES	353		103		125		177		158		31		162		41		10		175	
NO. EMPLOYEES	484	243	109	211	172	369	164	176	118	258	31	258	325	261	45	6	37	11	181	111
		361		223		391		219		122		3996		388		23		28		162

RETAIL/WHOLESALE SALES AND DISTR.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	29.2	25.7	20.0	25.1	31.4	24.9	24.7	22.8	28.3	25.6	28.8	32.1	26.6	24.9	31.7	23.5	24.7	29.3	24.9
FIRST QUARTILE	22.5	22.5	20.5	15.5	19.5	23.5	18.5	17.5	18.5	23.5	18.5	23.5	22.5	20.5	18.5	25.5	19.5	22.5	23.5	18.5
MEDIAN	27.5	27.5	24.5	19.5	24.5	30.5	23.5	22.5	21.5	26.5	25.5	26.5	31.5	24.5	23.5	29.5	23.5	23.5	28.5	22.5
THIRD QUARTILE	33.5	33.5	28.5	22.5	28.5	40.0	29.5	29.5	26.5	29.5	31.5	33.5	40.0	31.5	30.5	38.0	26.5	27.5	34.5	30.5
NO. COMPANIES	195		28		165		50		17		7		200		207		92		149	
NO. EMPLOYEES	220	39	30	101	178	131	105	17	23	117	11	446	112	119	276	44	429	57	189	132
		49		105		136		130		24					58		185			115

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.6	38.0	36.6	29.5	28.6	38.1	32.3	34.3	29.4	35.2	-	35.0	34.4	30.4	28.3	37.7	29.5	29.5	36.8	25.8
FIRST QUARTILE	31.5	33.5	30.5	24.5	23.5	33.5	27.5	27.5	24.5	30.5	-	28.5	27.5	24.5	23.5	29.5	26.5	22.5	32.5	22.5
MEDIAN	40.0	38.0	34.5	29.5	26.5	42.0	32.5	34.5	28.5	34.5	-	35.5	35.5	29.5	27.5	40.0	29.5	30.5	36.5	25.5
THIRD QUARTILE	45.9	44.0	42.0	34.5	33.5	45.0	36.5	42.0	30.5	38.0	-	40.0	42.0	34.5	31.5	45.0	31.5	35.5	44.0	28.5
NO. COMPANIES	75		16		47		48		28		-		23		52		40		66	
NO. EMPLOYEES	133	50	17	64	57	65	49	53	37	37	-	38	33	32	19	94	662	32	70	68
		70		66		68		139		37		252		38		29		283		195

ALL OTHER TYPES OF BUSINESS*

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	31.7	27.2	21.4	25.0	33.2	26.9	25.4	23.7	29.0	26.4	28.7	35.4	27.1	22.9	32.9	25.5	25.7	28.8	21.5
FIRST QUARTILE	24.5	26.5	23.5	16.5	19.5	27.5	21.5	22.5	20.5	22.5	19.5	21.5	29.5	19.5	17.5	25.5	21.5	20.5	23.5	17.5
MEDIAN	29.5	31.5	24.5	20.5	24.5	33.5	25.5	25.5	23.5	28.5	23.5	29.5	38.0	25.5	21.5	33.5	24.5	25.5	27.5	20.5
THIRD QUARTILE	36.5	35.5	30.5	23.5	29.5	40.0	31.5	28.5	26.5	34.5	33.5	34.5	44.0	33.5	25.5	40.0	29.5	29.5	33.5	24.5
NO. COMPANIES	571		133		207		237		177		36		194		199		146		360	
NO. EMPLOYEES	820	189	286	372	508	276	142	159	45	171		442	356	352	75	1418	107	446		271
		417		690		614		320		190		848		567		121		627		747

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Eastern U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

MANUFACTURING/PROCESSING	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	33.5	29.0	23.4	28.9	34.1	27.6	27.9	24.3	33.5	33.2	30.6	38.5	29.1	25.3	37.2	25.4	29.6	32.3	23.3
FIRST QUARTILE	25.5	28.5	23.5	17.5	22.5	27.5	21.5	21.5	19.5	28.5	28.5	22.5	34.5	22.5	20.5	32.5	21.5	25.5	26.5	19.5
MEDIAN	31.5	32.5	27.5	22.5	28.5	34.5	26.5	26.5	23.5	33.5	33.5	27.5	40.0	28.5	24.5	38.0	24.5	29.5	32.5	22.5
THIRD QUARTILE	36.5	38.0	33.5	27.5	34.5	44.0	31.5	33.5	27.5	38.0	40.0	38.0	45.0	35.5	29.5	45.0	29.5	33.5	38.0	26.5
NO. COMPANIES	256		148		176		102		34		7		240		151		327		272	
NO. EMPLOYEES	295	57	158	163	241		117	180		63		38		101		304	4410	263		246
		61		166		262		225		64		213		111		579		1159		656

BANKING/INSURANCE/FINANCIAL

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.9	30.8	29.1	23.2	23.7	33.7	26.2	24.0	23.8	30.2	24.9	23.2	33.9	26.3	23.1	-	19.3	-	27.0	19.6
FIRST QUARTILE	21.5	23.5	24.5	18.5	18.5	24.5	20.5	19.5	17.5	25.5	19.5	18.5	29.5	20.5	17.5	-	16.5	-	22.5	14.5
MEDIAN	27.5	30.5	27.5	21.5	22.5	32.5	24.5	21.5	23.5	29.5	25.5	21.5	31.5	25.5	18.5	-	16.5	-	27.5	19.5
THIRD QUARTILE	34.5	35.5	32.5	28.5	29.5	44.0	31.5	29.5	27.5	34.5	27.5	25.5	40.0	31.5	27.5	-	21.5	-	30.5	24.5
NO. COMPANIES	78		30		36		54		37		9		35		10		2		50	
NO. EMPLOYEES	133	64	34	59	44	89	62	38		35		67		58		-		-		34
		103		62		97		58		36		1251		154		-		-		53

RETAIL/WHOLESALE SALES AND DISTR.

RETAIL/WHOLESALE SALES AND DISTR.	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	32.8	26.6	21.9	24.7	30.3	24.8	21.4	-	-	-	26.6	33.3	25.4	24.7	33.6	22.4	25.3	29.0	24.2
FIRST QUARTILE	22.5	28.5	19.5	15.5	17.5	20.5	19.5	14.5	-	-	-	23.5	23.5	20.5	19.5	29.5	18.5	20.5	23.5	18.5
MEDIAN	27.5	32.5	22.5	22.5	22.5	28.5	24.5	20.5	-	-	-	23.5	35.5	23.5	24.5	35.5	22.5	26.5	30.5	22.5
THIRD QUARTILE	34.5	34.5	25.5	25.5	28.5	42.0	25.5	25.5	-	-	-	29.5	45.0	28.5	27.5	36.5	25.5	29.5	32.5	28.5
NO. COMPANIES	44		5		43		15		-	-	-		40		45		19		33	
NO. EMPLOYEES	49	8	5	24	45	34	15		-	-	-	18		21		9		13		29
		8		25		35		35		-		64		21		19		31		115

UTILITIES

UTILITIES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.5	41.6	-	29.2	-	34.6	34.0	28.5	28.3	40.4	-	37.8	-	33.9	30.3	33.4	28.7	32.9	37.4	28.5
FIRST QUARTILE	31.5	40.0	-	22.5	-	25.5	27.5	23.5	24.5	38.0	-	33.5	-	25.5	28.5	27.5	27.5	27.5	34.5	24.5
MEDIAN	36.5	44.0	-	25.5	-	4.5	33.5	29.5	25.5	38.0	-	38.0	-	33.5	31.5	29.5	28.5	34.5	35.5	27.5
THIRD QUARTILE	45.0	44.0	-	34.5	-	45.0	35.5	31.5	29.5	45.0	-	45.0	-	44.0	32.5	32.5	30.5	38.0	44.0	31.5
NO. COMPANIES	15		-		-		8		4		-		-		6		8		10	
NO. EMPLOYEES	17	7	-	12		11		8		4		4		5		4		8		10
		14		12	-	14		9		6		22	-	6		4		38		30

ALL OTHER TYPES OF BUSINESS*

ALL OTHER TYPES OF BUSINESS*	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.2	30.9	24.9	23.3	25.7	33.1	26.8	25.7	22.0	29.4	30.5	30.6	34.3	27.7	22.0	30.2	22.4	25.0	29.3	21.8
FIRST QUARTILE	23.5	27.5	22.5	20.5	18.5	26.5	20.5	24.5	20.5	22.5	22.5	27.5	24.5	20.5	18.5	22.5	18.5	17.5	22.5	16.5
MEDIAN	27.5	28.5	24.5	22.5	24.5	33.5	25.5	25.5	23.5	29.5	27.5	31.5	38.0	24.5	20.5	26.5	21.5	25.5	28.5	20.5
THIRD QUARTILE	31.5	35.5	24.5	23.5	29.5	44.0	32.5	27.5	23.5	36.5	34.5	34.5	45.0	34.5	23.5	38.0	26.5	28.5	34.5	25.5
NO. COMPANIES	133		27		53		55		37		7		57		36		27		81	
NO. EMPLOYEES	190	36	140	84	110		62	42	38		8	45	121	84	63	18	113	23	91	50
		66		238	148		168		272	43		265		112		23		76		137

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

East Central U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.6	36.5	30.2	26.4	29.2	35.0	29.3	29.3	26.4	34.8	37.0	34.0	33.4	28.6	29.1	38.4	25.5	30.1	33.7	24.9
FIRST QUARTILE	28.5	32.5	25.5	20.5	22.5	29.5	25.5	23.5	20.5	29.5	22.5	26.5	26.5	23.5	24.5	33.5	22.5	25.5	28.5	21.5
MEDIAN	32.5	35.5	29.5	25.5	28.5	35.5	27.5	28.5	24.5	33.5	42.0	35.5	32.5	27.5	28.5	40.0	25.5	29.5	34.5	24.5
THIRD QUARTILE	38.0	40.0	34.5	30.5	35.5	42.0	33.5	33.5	27.5	42.0	45.0	40.0	40.0	32.5	31.5	45.0	28.5	34.5	38.0	27.5
NO. COMPANIES	144		104		102		69		19		5		116		89		184		158	
NO. EMPLOYEES	183	39	121	92	148		84	108	20	48	7	26	442	58	115	165	3710	148	201	158
		46		101		172		123		55		331		65		263		779		501

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.4	31.0	28.1	21.4	24.4	33.4	26.0	24.6	21.7	25.0	30.1	23.1	32.4	29.7	22.2	-	24.6	-	24.5	21.0
FIRST QUARTILE	24.5	26.5	23.5	15.5	17.5	26.5	19.5	19.5	17.5	21.5	17.5	19.5	25.5	22.5	16.5	-	16.5	-	19.5	16.5
MEDIAN	30.5	30.5	26.5	19.5	23.5	33.5	24.5	23.5	20.5	24.5	29.5	21.5	30.5	28.5	21.5	-	25.5	-	23.5	19.5
THIRD QUARTILE	35.5	38.0	32.5	24.5	27.5	42.0	31.5	29.5	26.5	28.5	38.0	25.5	40.0	35.5	23.5	-	29.5	-	27.5	23.5
NO. COMPANIES	68		19		33		37		22		7		31		7		3		32	
NO. EMPLOYEES	83	52	19	40	74		39	30	24	24	7	47	73	35		-	19	-	33	17
		65		41		79		33		24		639		37		-		-		21

RETAIL/WHOLESALE SALES AND DISTR.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	29.4	24.2	21.1	26.0	35.5	26.4	32.4	-	26.9	-	24.6	35.5	28.9	28.5	32.9	25.9	25.9	31.4	30.3
FIRST QUARTILE	25.5	24.5	17.5	18.5	20.5	30.5	18.5	21.5	-	20.5	-	18.5	30.5	22.5	23.5	21.5	23.5	21.5	24.5	24.5
MEDIAN	29.5	27.5	23.5	20.5	23.5	35.5	27.5	33.5	-	26.5	-	23.5	35.5	30.5	27.5	22.5	26.5	22.5	30.5	32.5
THIRD QUARTILE	33.5	32.5	28.5	22.5	30.5	44.0	30.5	44.0	-	29.5	-	27.5	42.0	33.5	36.5	44.0	29.5	29.5	38.5	36.5
NO. COMPANIES	29		6		21		12		-		-		26		28		13		17	
NO. EMPLOYEES	37	12	6	22	22	22	15	13	-	8	-	14	43	18	43	6	93	12	28	17
		15		24		24		23	-	9		36		20		8		27		141

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.9	38.4	39.4	31.0	29.9	40.8	33.1	34.2	26.3	35.0	-	33.3	33.8	28.6	29.9	43.8	28.8	24.5	36.1	24.8
FIRST QUARTILE	29.5	36.5	31.5	27.5	23.5	40.0	23.5	24.5	23.5	30.5	-	24.5	25.5	19.5	28.5	44.0	26.5	19.5	30.5	21.5
MEDIAN	36.5	36.5	42.0	29.5	27.5	42.0	32.5	38.0	24.5	34.5	-	30.5	32.5	27.5	26.5	44.0	31.5	21.5	36.5	23.5
THIRD QUARTILE	40.0	40.0	44.0	33.5	34.5	45.0	33.5	40.0	29.5	38.0	-	45.0	40.0	34.5	33.5	45.0	31.5	26.5	40.0	28.5
NO. COMPANIES	12		5		12		7		5		-		5		12		7		14	
NO. EMPLOYEES	15	8	5	10	10	10	7	11	5	7	-	7	11	5	14	5	105	6	16	13
		8		10		10		19		7		49		6		6		76		49

ALL OTHER TYPES OF BUSINESS*

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	31.2	29.6	21.4	26.6	33.6	26.6	25.5	27.9	30.0	25.6	29.8	38.2	31.1	28.3	39.4	25.6	30.0	30.8	22.5
FIRST QUARTILE	24.5	26.5	25.5	19.5	20.5	29.5	22.5	20.5	21.5	22.5	19.5	20.5	34.5	25.5	22.5	35.5	23.5	25.5	25.5	19.5
MEDIAN	30.5	34.5	30.5	19.5	26.5	33.5	24.5	25.5	33.5	27.5	23.5	28.5	38.0	33.5	24.5	40.0	24.5	27.5	31.5	21.5
THIRD QUARTILE	33.5	34.5	33.5	24.5	31.5	38.0	30.5	30.5	33.5	34.5	25.5	38.0	44.0	38.0	40.0	45.0	28.5	33.5	35.5	25.5
NO. COMPANIES	102		32		39		41		32		7		41		34		25		64	
NO. EMPLOYEES	132	34	34	64	46	93	43	22	25	25	9	28	170	51	71	12	259	18	68	51
		105		86		131		31		25		151		82		12		119		128

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

West Central U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.0	34.4	28.1	22.5	27.7	34.0	26.9	28.8	21.5	32.0	-	27.0	39.5	26.7	25.8	36.8	25.5	28.5	30.7	22.8
FIRST QUANTILE	26.5	28.5	24.5	16.5	24.5	28.5	22.5	22.5	16.5	26.5	-	21.5	34.5	22.5	21.5	31.5	22.5	24.5	26.5	19.5
MEDIAN	30.5	34.5	28.5	21.5	27.5	32.5	26.5	28.5	21.5	31.5	-	25.5	40.0	25.5	24.5	38.0	25.5	28.5	30.5	22.5
THIRD QUANTILE	34.5	42.0	31.5	26.5	31.5	42.0	30.5	35.5	24.5	36.5	-	28.5	45.0	29.5	30.5	45.0	28.5	32.5	34.5	25.5
NO. COMPANIES	103		52		77		44		14		-		96		54		109		99	
NO. EMPLOYEES	130	27	56	52	89	85	53	60	15	22	-	23	236	48	68	106	1138	87	115	83
		27		54		96		75		24		77		51		158		256		210

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	30.8	30.0	21.4	25.8	32.2	26.1	25.0	22.8	29.2	31.3	25.3	30.2	28.3	21.7	-	-	27.7	26.9	18.9
FIRST QUANTILE	24.5	24.5	23.5	15.5	19.5	25.5	19.5	17.5	17.5	21.5	23.5	24.5	19.5	22.5	19.5	-	-	23.5	19.5	15.5
MEDIAN	30.5	29.5	29.5	20.5	24.5	30.5	23.5	24.5	22.5	26.5	29.5	24.5	30.5	27.5	20.5	-	-	29.5	24.5	17.5
THIRD QUANTILE	38.0	38.0	32.5	27.5	29.5	40.0	32.5	29.5	26.5	34.5	33.5	24.5	38.0	34.5	24.5	-	-	29.5	33.5	21.5
NO. COMPANIES	87		22		23		35		40		8		42		11		-		39	
NO. EMPLOYEES	117	47	23	44	32	81		40	43	25	8	59	108	66	11	-	-	3	40	22
		57		44		85		58		27		740		72		-	-	15		30

RETAIL/WHOLESALE SALES AND DIST.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.7	26.8	23.5	20.1	23.7	30.6	23.1	21.5	19.9	27.6	-	28.8	31.7	24.7	24.5	28.6	23.0	24.7	27.9	22.0
FIRST QUANTILE	21.5	21.5	18.5	14.5	18.5	21.5	17.5	17.5	13.0	13.5	-	21.5	25.5	20.5	17.5	24.5	20.5	22.5	22.5	16.5
MEDIAN	24.5	23.5	24.5	18.5	23.5	28.5	20.5	20.5	17.5	23.5	-	28.5	30.5	22.5	21.5	26.5	22.5	24.5	26.5	19.5
THIRD QUANTILE	31.5	30.5	24.5	23.5	27.5	38.0	22.5	25.5	21.5	28.5	-	32.5	35.5	29.5	28.5	31.5	26.5	26.5	32.5	24.5
NO. COMPANIES	37		2		29		7		4		-		43		43		18		35	
NO. EMPLOYEES	44	7	3	12	37	21		24	4	4	-	24	76	17	61	9	56	7	43	26
		14		12		21		30		4		100		22		10		34		170

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	36.0	35.0	27.9	26.7	39.3	29.1	32.8	-	34.1	-	35.7	39.8	29.6	30.2	42.6	33.7	33.1	35.7	27.3
FIRST QUANTILE	30.5	31.5	30.5	22.5	17.5	34.5	26.5	25.5	-	30.5	-	29.5	36.5	19.5	22.5	40.0	30.5	30.5	31.5	23.5
MEDIAN	32.5	34.5	34.5	27.5	23.5	38.0	28.5	32.5	-	30.5	-	36.5	36.5	30.5	29.5	45.0	32.5	33.5	36.5	26.5
THIRD QUANTILE	38.0	38.0	34.5	32.5	30.5	45.0	32.5	38.0	-	32.5	-	42.0	42.0	33.5	32.5	45.0	36.5	35.5	40.0	29.5
NO. COMPANIES	15		3		12		13		-		-		4		11		9		14	
NO. EMPLOYEES	27	12	3	16	14	14	13	-	7		-	11	4	9	13	4	159	6	14	15
		13		18		14		21	-	7		97		9		7		71		32

ALL OTHER TYPES OF BUSINESS*

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	27.3	29.5	17.4	22.5	31.7	24.0	25.8	20.1	24.6	29.5	27.2	31.4	24.0	19.6	32.1	22.9	23.4	26.5	20.0
FIRST QUANTILE	24.5	22.5	24.5	14.5	17.5	26.5	19.5	22.5	16.5	19.5	21.5	22.5	20.5	17.5	16.5	29.5	19.5	20.5	22.5	16.5
MEDIAN	28.5	25.5	27.5	15.5	21.5	32.5	24.5	24.5	18.5	22.5	26.5	25.5	34.5	22.5	17.5	31.5	23.5	22.5	26.5	19.5
THIRD QUANTILE	33.5	29.5	34.5	18.5	27.5	36.5	27.5	29.5	21.5	28.5	33.5	32.5	40.0	29.5	21.5	33.5	25.5	24.5	29.5	22.5
NO. COMPANIES	115		20		43		39		26		4		35		31		24		59	
NO. EMPLOYEES	135	27	36	64	96	47	17	26	19	4	36	35	63	48	12	128	16	69	42	
		68		150		102		23		22		155		84		19		100		94

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Southern U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.6	33.8	30.2	24.0	27.1	33.2	27.3	25.9	28.7	34.1	37.3	27.7	38.1	31.1	27.0	36.6	26.8	32.1	32.9	23.0
FIRST QUANTILE	26.5	28.5	24.5	16.5	20.5	24.5	20.5	19.5	22.5	26.5	26.5	23.5	34.5	25.5	21.5	30.5	21.5	25.5	27.5	18.5
MEDIAN	32.5	34.5	30.5	22.5	27.5	32.5	27.5	24.5	27.5	35.5	40.0	27.5	40.0	28.5	25.5	36.5	26.5	32.5	32.5	21.5
THIRD QUANTILE	40.0	40.0	34.5	29.5	31.5	44.0	30.5	32.5	31.5	42.0	45.0	29.5	45.0	34.5	30.5	45.0	31.5	38.0	38.0	26.5
NO. COMPANIES	94		53		59		36		15		6		71		66		106		92	
NO. EMPLOYEES	106	23	56	54	66	114	39	49	17	25	6	18	140	39	106	1803	88	106		80
		27		59		121		70		25		192		40	203		496			217

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.0	30.0	27.1	19.6	26.4	32.7	23.1	25.5	21.3	28.3	-	22.2	32.5	26.5	-	-	-	-	23.2	18.5
FIRST QUANTILE	27.5	23.5	19.5	15.5	17.5	24.5	17.5	20.5	16.5	22.5	-	18.5	25.5	20.5	-	-	-	-	19.5	15.5
MEDIAN	31.5	28.5	20.5	18.5	25.5	31.5	21.5	25.5	22.5	28.5	-	20.5	32.5	25.5	-	-	-	-	24.5	17.5
THIRD QUANTILE	35.5	35.5	35.5	21.5	28.5	40.0	25.5	28.5	25.5	33.5	-	23.5	36.5	29.5	-	-	-	-	27.5	21.5
NO. COMPANIES	60		20		15		30		26		-		24						29	
NO. EMPLOYEES	81	42	21	39	19	69	34	26	16		-	40	50	49	-	-	-	-	29	18
		66		39		70		43		16		733		52	-	-	-	-		22

RETAIL/WHOLESALE SALES AND DISTR.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.0	28.8	27.4	18.5	27.3	30.1	24.7	24.7	24.5	32.5	31.9	28.6	28.2	29.0	22.6	31.5	22.2	23.3	30.0	20.7
FIRST QUANTILE	22.5	18.5	20.5	13.5	22.5	24.5	18.5	17.5	17.5	26.5	18.5	23.5	21.5	21.5	16.5	25.5	19.5	22.5	23.5	16.5
MEDIAN	27.5	26.5	26.5	18.5	26.5	28.5	22.5	19.5	24.5	26.5	36.5	24.5	21.5	25.5	21.5	28.5	22.5	23.5	29.5	20.5
THIRD QUANTILE	33.5	28.5	28.5	19.5	29.5	32.5	27.5	30.5	27.5	45.0	36.5	33.5	35.5	35.5	26.5	30.5	25.5	24.5	36.5	24.5
NO. COMPANIES	37		10		32		10		5		3		35		35		23		33	
NO. EMPLOYEES	39	8	11	21	33	30	12	20	5	6	5	29	141	24	53	10	110	12	41	23
		8		21		31		26		6		151		24		11		62		75

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.2	36.9	33.2	29.3	30.0	37.1	34.4	35.3	30.4	34.1	-	33.1	34.4	30.8	25.0	33.6	27.0	29.3	36.9	25.4
FIRST QUANTILE	31.5	32.5	26.5	21.5	26.5	25.5	27.5	28.5	28.5	33.5	-	27.5	27.5	24.5	22.5	24.5	24.5	20.5	33.5	20.5
MEDIAN	45.0	34.5	33.5	28.5	29.5	44.0	33.5	38.0	28.5	33.5	-	34.5	31.5	30.5	24.5	33.5	26.5	31.5	35.5	25.5
THIRD QUANTILE	45.0	42.0	38.0	38.0	32.5	45.0	40.0	42.0	30.5	35.5	-	36.5	40.0	33.5	26.5	45.0	29.5	36.5	44.0	28.5
NO. COMPANIES	21		5		13		13		7		-		8		15		13		20	
NO. EMPLOYEES	54	14	6	17	14	21	13	17	10		-	13	12	8	39	4	197	10	22	19
		26		17		21		85		10		69		8		9		88		55

ALL OTHER TYPES OF BUSINESS*

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	34.1	29.3	21.7	24.9	32.7	27.6	22.4	23.9	28.3	-	21.2	36.2	26.6	19.6	31.3	23.2	24.5	29.3	20.2
FIRST QUANTILE	28.5	29.5	23.5	15.5	18.5	25.5	23.5	14.5	18.5	22.5	-	15.5	28.5	18.5	15.5	24.5	19.5	17.5	23.5	17.5
MEDIAN	34.5	33.5	26.5	20.5	23.5	32.5	26.5	19.5	22.5	28.5	-	16.5	38.0	23.5	18.5	32.5	22.5	25.5	27.5	19.5
THIRD QUANTILE	40.0	38.0	36.5	25.5	29.5	40.0	32.5	30.5	27.5	31.5	-	24.5	45.0	34.5	22.5	36.5	25.5	29.5	35.5	23.5
NO. COMPANIES	132		29		37		64		48		-		28		51		34		90	
NO. EMPLOYEES	229	56	32	88	37	121	82	29	46	86	-	25		89		18	437	29	109	71
		92		105		133		42		46	-	111		123		30		251		190

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Western U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.9	33.7	28.6	22.0	28.0	33.9	27.7	28.7	23.9	31.5	-	35.0	34.9	26.6	27.4	37.1	26.6	30.3	32.2	22.4
FIRST QUARTILE	25.5	24.5	23.5	16.5	22.5	27.5	22.5	22.5	17.5	24.5	-	27.5	28.5	20.5	22.5	31.5	22.5	25.5	27.5	19.5
MEDIAN	31.5	33.5	28.5	21.5	28.5	34.5	27.5	28.5	20.5	30.5	-	34.5	38.0	24.5	27.5	38.0	26.5	29.5	31.5	22.5
THIRD QUARTILE	38.0	40.0	31.5	25.5	32.5	40.0	30.5	34.5	26.5	35.5	-	44.0	44.0	30.5	31.5	44.0	29.5	35.5	38.0	24.5
NO. COMPANIES	96		52		44		34		15			82		58		96		85		
NO. EMPLOYEES	107	15	59	44	51	62	38	50	13	-	20	177	40	82	99	99	70	90	72	
		15		44		83		60	13	-	37		49		153		262		154	

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.1	33.1	34.5	24.4	24.2	31.3	28.0	26.5	22.4	30.8	-	33.3	33.6	28.6	-	25.1	-	33.0	25.2	21.6
FIRST QUARTILE	25.5	29.5	27.5	19.5	17.5	23.5	20.5	21.5	18.5	23.5	-	27.5	28.5	24.5	-	22.5	-	30.5	18.5	19.5
MEDIAN	31.5	32.5	31.5	23.5	20.5	30.5	29.5	24.5	21.5	31.5	-	32.5	32.5	27.5	-	23.5	-	32.5	25.5	21.5
THIRD QUARTILE	42.0	38.0	44.0	30.5	26.5	38.0	32.5	31.5	24.5	38.0	-	40.0	38.0	32.5	-	25.5	-	33.5	30.5	23.5
NO. COMPANIES	60		12		18		21		33			30		53	-	2	-		25	
NO. EMPLOYEES	70	38	12	29	56		22		18	-	45	48		73	-	19	-	3	26	20
		70		37			27		19	-	628							4		36

RETAIL/WHOLESALE SALES AND DIST.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	30.4	24.5	18.1	24.3	31.2	24.6	26.9	-	-	-	32.2	34.9	25.6	24.9	30.8	25.3	25.9	28.7	26.0
FIRST QUARTILE	20.5	22.5	14.5	13.5	18.5	19.5	18.5	18.5	-	-	-	25.5	29.5	16.5	15.5	26.5	18.5	22.5	21.5	19.5
MEDIAN	25.5	26.5	24.5	17.5	22.5	33.5	24.5	24.5	-	-	-	29.5	35.5	24.5	22.5	28.5	24.5	25.5	26.5	23.5
THIRD QUARTILE	29.5	30.5	32.5	20.5	27.5	40.0	27.5	32.5	-	-	-	38.0	44.0	30.5	30.5	34.5	31.5	31.5	36.5	31.5
NO. COMPANIES	48		5		40		6		-	-	-	56		56		19		31		
NO. EMPLOYEES	51	4	5	22	24		16		-	-	32	114	32	64	10	48	13	37	37	
		4		23		25	16		-	-	95		32		10		31		114	

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.1	36.2	-	32.3	-	40.8	32.1	34.5	30.8	33.6	-	40.9	34.2	29.9	32.4	32.3	31.5	30.3	39.4	23.7
FIRST QUARTILE	36.5	33.5	-	25.5	-	27.5	24.5	26.5	21.5	30.5	-	38.0	15.5	22.5	29.5	22.5	30.5	30.5	32.5	20.5
MEDIAN	42.0	38.0	-	34.5	-	45.8	32.5	32.5	30.5	35.3	-	42.0	42.0	28.5	30.5	36.5	31.5	30.5	38.0	24.5
THIRD QUARTILE	45.0	44.0	-	36.5	-	45.0	36.5	40.0	38.0	36.5	-	45.0	42.0	34.5	35.5	36.5	33.5	31.5	42.0	25.5
NO. COMPANIES	12		-			7		9		7	-	3	3		8		3		8	
NO. EMPLOYEES	20	9	-	9		9	5	9	7	7	-	3	5		11	2	22	2	8	11
		9		9	-	9	5		7		15		9		3		10			29

ALL OTHER TYPES OF BUSINESS*

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	33.9	29.2	22.1	24.9	34.6	29.1	26.3	24.7	30.4	25.0	31.1	32.0	26.6	24.3	34.2	28.8	26.2	27.9	22.7
FIRST QUARTILE	25.5	30.5	26.5	18.5	18.5	29.5	23.5	18.5	23.5	26.5	18.5	27.5	26.5	20.5	19.5	29.5	25.5	21.5	23.5	18.5
MEDIAN	31.5	35.5	27.5	21.5	23.5	33.5	29.5	26.5	26.5	30.5	19.5	32.5	31.5	25.5	22.5	34.5	27.5	26.5	26.5	21.5
THIRD QUARTILE	38.0	38.0	31.5	25.5	27.5	42.0	33.5	31.5	26.5	34.5	30.5	34.5	36.5	31.5	28.5	40.0	34.5	30.5	32.5	27.5
NO. COMPANIES	89		25		35		38		34		8		33		47		35		66	
NO. EMPLOYEES	134	36	44	72	68		42		261	31	13	37	50	69	83	15	481	21	109	57
		86		111		100		56		54		166		166		37		81		198

*(Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Brantford, ON

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	-	21.8	19.5	25.2	34.3	-	23.3	-	-	-	-	36.3	-	23.1	36.8	25.5	29.8	29.8	24.5
FIRST QUARTILE	22.5	-	20.5	14.5	16.5	23.5	-	18.5	-	-	-	-	30.5	-	20.5	30.5	24.5	27.5	24.5	22.5
MEDIAN	27.5	-	22.5	15.5	24.5	38.0	-	22.5	-	-	-	-	40.0	-	21.5	38.0	25.5	29.5	29.5	23.5
THIRD QUARTILE	38.5	-	22.5	22.5	31.5	45.0	-	24.5	-	-	-	-	42.0	-	24.5	44.0	27.5	32.5	31.5	27.5
NO. COMPANIES	8	-	7	7	8	9	-	7	-	-	-	-	10	-	10	13	13	10	11	4
NO. EMPLOYEES	8	-	7	7	10	9	-	8	-	-	-	-	15	-	11	22	69	20	11	9

Mrs. K. Hellmeister
Gaco - Sternson Ltd.

Calgary, AB

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.4	35.8	30.3	29.3	-	35.3	30.1	-	-	-	-	37.8	41.3	30.9	-	40.5	28.1	34.4	29.3	34.5
FIRST QUARTILE	26.5	29.5	23.5	23.5	-	28.5	20.5	-	-	-	-	30.5	40.0	24.5	-	32.5	23.5	28.5	22.5	27.5
MEDIAN	35.5	38.0	27.5	30.5	-	34.5	26.5	-	-	-	-	36.5	42.0	29.5	-	44.0	26.5	33.5	22.5	35.5
THIRD QUARTILE	44.0	45.0	38.0	33.5	-	45.0	38.0	-	-	-	-	45.0	45.0	35.5	-	44.0	28.5	35.5	34.5	35.5
NO. COMPANIES	13	6	5	5	-	6	5	-	-	-	-	11	6	13	-	3	4	3	6	4
NO. EMPLOYEES	15	6	6	5	-	6	5	-	-	-	-	33	8	16	-	3	19	6	6	8

Mrs. S. Leopold
Temp. Yours & Hunt Pers. Con.

Edmonton, AB

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.3	-	-	-	-	37.6	-	-	-	-	-	-	-	-	34.8	-	33.4	32.7	38.8	27.6
FIRST QUARTILE	30.5	-	-	-	-	30.5	-	-	-	-	-	-	-	-	22.5	-	21.5	19.5	32.5	22.5
MEDIAN	36.5	-	-	-	-	35.5	-	-	-	-	-	-	-	-	36.5	-	29.5	29.5	35.5	26.5
THIRD QUARTILE	38.0	-	-	-	-	44.0	-	-	-	-	-	-	-	-	38.0	-	45.0	44.0	42.0	33.5
NO. COMPANIES	5	-	-	-	-	7	-	-	-	-	-	-	-	-	4	-	2	4	4	6
NO. EMPLOYEES	5	-	-	-	-	7	-	-	-	-	-	-	-	-	4	-	11	5	4	15

D. Gedhow
H. T. Higinbotham, Ltd.

Grand Valley, ON

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.5	32.8	24.8	22.6	25.9	35.9	29.0	23.3	-	30.9	-	36.9	36.2	29.3	26.7	35.9	25.0	30.8	30.6	24.2
FIRST QUARTILE	21.5	29.5	18.5	16.5	22.5	29.5	25.5	15.5	-	23.5	-	32.5	30.5	22.5	22.5	30.5	22.5	28.5	26.5	20.5
MEDIAN	26.5	30.5	25.5	21.5	26.5	38.0	27.5	19.5	-	28.5	-	36.5	36.5	31.5	25.5	35.5	25.5	30.5	29.5	23.5
THIRD QUARTILE	34.5	34.5	27.5	24.5	30.5	42.0	32.5	25.5	-	34.5	-	42.0	42.0	34.5	29.5	40.0	26.5	32.5	34.5	26.5
NO. COMPANIES	40	8	8	20	19	28	11	11	-	8	-	13	26	9	12	24	31	23	28	26
NO. EMPLOYEES	64	8	8	20	19	29	12	11	-	8	-	52	33	9	16	27	213	40	28	49

Ms. M. C. Kort
Kelly Services, Ltd.

Hamilton, ON

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.9	38.5	27.1	22.1	27.5	36.9	31.4	25.5	26.2	-	36.3	37.8	36.1	30.5	26.0	36.3	26.3	31.7	31.7	22.1
FIRST QUARTILE	23.5	32.5	20.5	16.5	21.5	27.5	26.5	20.5	19.5	-	34.5	29.5	31.5	25.5	23.5	28.5	23.5	28.5	26.5	18.5
MEDIAN	28.5	33.5	22.5	17.5	27.5	35.5	28.5	23.5	27.5	-	36.5	42.0	34.5	29.5	25.5	36.5	26.5	31.5	32.5	20.5
THIRD QUARTILE	27.5	44.0	34.5	26.5	31.5	44.0	32.5	30.5	27.5	-	36.5	45.0	45.0	32.5	29.5	45.0	28.5	34.5	35.5	24.5
NO. COMPANIES	32	3	5	12	15	16	4	11	3	-	3	15	25	11	19	16	24	13	17	22
NO. EMPLOYEES	167	4	6	12	19	16	4	11	3	-	3	40	34	11	19	17	116	24	17	29

H. Stannard
Canadian Liquid Air

Toronto, ON

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	-	-	-	26.8	36.6	-	23.8	-	-	-	-	34.4	37.9	25.8	33.8	24.0	25.9	30.8	21.3
FIRST QUARTILE	29.5	-	-	-	19.5	27.5	-	20.5	-	-	-	-	26.5	30.5	23.5	31.5	22.5	23.5	26.5	17.5
MEDIAN	33.5	-	-	-	24.5	40.0	-	21.5	-	-	-	-	31.5	38.0	25.5	33.5	23.5	24.5	29.5	20.5
THIRD QUARTILE	40.0	-	-	-	28.5	44.0	-	25.5	-	-	-	-	44.0	38.0	26.5	36.5	28.5	26.5	32.5	23.5
NO. COMPANIES	5	-	-	-	4	7	-	4	-	-	-	-	5	4	5	4	4	3	6	4
NO. EMPLOYEES	6	-	-	-	4	7	-	4	-	-	-	-	10	4	6	6	15	5	6	13

C. N. Creamer
IBM Canada, Ltd.

Vancouver, BC

TOTAL ALL TYPES OF BUSINESS																	Ms. C. Ledding B. C. Hydro & Power			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.9	42.8	-	-	-	-	25.8	-	-	-	-	36.6	31.9	27.3	-	30.8	-	31.9	-	-
FIRST QUANTILE	26.5	42.0	-	-	-	-	19.5	-	-	-	-	34.5	21.5	24.5	-	16.5	-	31.5	-	-
MEDIAN	34.5	44.0	-	-	-	-	19.5	-	-	-	-	35.5	33.5	27.5	-	34.5	-	32.5	-	-
THIRD QUANTILE	36.5	45.0	-	-	-	-	29.5	-	-	-	-	40.0	38.0	32.5	-	35.5	-	32.5	-	-
NO. COMPANIES	8	2	-	-	-	-	3	-	-	-	-	8	8	6	-	4	-	3	-	-
NO. EMPLOYEES	9	15	-	-	-	-	4	-	-	-	-	14	10	6	-	4	-	8	-	-

Victoria, BC

TOTAL ALL TYPES OF BUSINESS																	Mrs. G. L. Tapley Maritimes Forces Pacific			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	27.6	26.6	25.8	25.4	25.6	24.4	24.4	24.6	-	-	27.4	26.4	24.9	-	-	-	-	24.7	-
FIRST QUANTILE	27.5	26.5	25.5	24.5	23.5	24.5	23.5	23.5	23.5	-	-	25.5	25.5	23.5	-	-	-	-	24.5	-
MEDIAN	28.5	27.5	26.5	25.5	25.5	25.5	24.5	24.5	24.5	-	-	26.5	26.5	25.5	-	-	-	-	24.5	-
THIRD QUANTILE	29.5	28.5	27.5	26.5	25.5	26.5	24.5	24.5	25.5	-	-	28.5	27.5	26.5	-	-	-	-	25.5	-
NO. COMPANIES	4	7	7	14	7	18	9	8	7	-	-	10	9	10	-	-	-	-	6	-
NO. EMPLOYEES	4	7	7	14	7	19	11	14	7	-	-	11	15	18	-	-	-	-	10	-

Winnipeg, MB

TOTAL ALL TYPES OF BUSINESS																	Ms. M. A. Keeler AMS Winnipeg Chapter			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.0	-	-	23.0	25.7	39.5	27.8	38.8	-	-	-	38.1	33.1	33.1	26.2	32.7	31.5	-	-	29.5
FIRST QUANTILE	24.5	-	-	18.5	18.5	34.5	23.5	31.5	-	-	-	36.5	28.5	25.5	18.5	25.5	27.5	-	-	26.5
MEDIAN	28.5	-	-	22.5	26.5	38.0	29.5	42.0	-	-	-	40.0	33.5	30.5	30.5	34.5	28.5	-	-	30.5
THIRD QUANTILE	31.5	-	-	25.5	27.5	45.0	29.5	42.0	-	-	-	40.0	35.5	34.5	31.5	34.5	36.5	-	-	32.5
NO. COMPANIES	6	-	-	4	5	6	3	3	-	-	-	2	2	4	6	2	2	-	-	6
NO. EMPLOYEES	7	-	-	4	5	6	3	5	-	-	-	8	5	4	7	3	5	-	-	35

Boston, MA

TOTAL ALL TYPES OF BUSINESS																	D. Saporito Reliance Ins. Co.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	26.1	34.7	22.4	20.0	40.2	32.5	29.2	25.2	33.5	-	25.3	38.3	29.5	22.9	39.6	24.7	29.8	34.8	-
FIRST QUANTILE	-	20.5	28.5	17.5	21.5	36.5	28.5	20.5	18.5	29.5	-	20.5	35.5	24.5	17.5	33.5	18.5	27.5	29.5	-
MEDIAN	-	22.5	34.5	22.5	29.5	44.0	31.5	22.5	27.5	33.5	-	25.5	36.5	27.5	24.5	38.0	23.5	28.5	33.5	-
THIRD QUANTILE	-	31.5	38.0	27.5	31.5	45.0	36.5	44.0	27.5	38.0	-	27.5	44.0	34.5	25.5	45.0	29.5	33.5	35.5	-
NO. COMPANIES	-	8	6	14	12	13	10	6	3	6	-	4	8	13	5	7	6	2	16	-
NO. EMPLOYEES	-	23	6	14	12	13	10	6	3	6	-	22	14	13	5	8	11	14	12	-

Buffalo, NY

TOTAL ALL TYPES OF BUSINESS																	D. W. Johnson, C.A.M. Odd Fellow & Rebekah N. H.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	36.3	23.2	22.9	22.6	34.3	-	25.5	18.0	31.3	-	-	38.8	28.8	26.6	36.8	27.4	30.9	30.6	23.1
FIRST QUANTILE	24.5	30.5	16.5	16.5	19.5	29.5	-	18.5	13.0	19.5	-	-	33.5	20.5	20.5	29.5	23.5	22.5	26.5	18.5
MEDIAN	29.5	34.5	24.5	19.5	22.5	34.5	-	21.5	16.5	28.5	-	-	40.0	24.5	22.5	42.0	26.5	31.5	28.5	23.5
THIRD QUANTILE	38.0	44.0	25.5	28.5	26.5	38.0	-	28.5	19.5	38.0	-	-	45.0	38.0	31.5	44.0	31.5	42.0	38.0	26.5
NO. COMPANIES	25	7	9	13	17	16	-	15	5	5	-	-	18	10	13	14	18	13	19	14
NO. EMPLOYEES	27	9	9	13	17	16	-	21	5	5	-	-	35	12	16	17	180	35	22	49

Concord, NH

TOTAL ALL TYPES OF BUSINESS																	Ms. L. Bean BIAPS			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.3	-	-	20.6	26.0	31.8	-	-	-	-	-	-	35.4	-	22.7	40.0	24.5	27.9	29.4	21.3
FIRST QUANTILE	23.5	-	-	13.5	22.5	22.5	-	-	-	-	-	-	29.5	-	17.5	34.5	20.5	23.5	22.5	18.5
MEDIAN	25.5	-	-	17.5	24.5	31.5	-	-	-	-	-	-	40.0	-	23.5	42.0	24.5	28.5	30.5	20.5
THIRD QUANTILE	31.5	-	-	25.5	27.5	42.0	-	-	-	-	-	-	42.0	-	24.5	45.0	28.5	31.5	35.5	28.5
NO. COMPANIES	19	-	-	6	11	19	-	-	-	-	-	-	14	-	8	11	12	14	15	12
NO. EMPLOYEES	28	-	-	6	11	22	-	-	-	-	-	-	31	-	10	20	173	36	17	34

Finger Lakes, NY

TOTAL ALL TYPES OF BUSINESS																	D. Smith Rando Machine Corp.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	22.5	32.0	23.0	28.6	30.1	23.5	25.1	-	-	-	-	35.6	18.6	25.4	36.2	22.6	26.5	30.9	23.4
FIRST QUANTILE	31.5	19.5	17.5	17.5	21.5	21.5	21.5	20.5	-	-	-	-	30.5	16.5	23.5	31.5	18.5	20.5	26.5	21.5
MEDIAN	36.5	23.5	24.5	22.5	30.5	27.5	22.5	23.5	-	-	-	-	34.5	17.5	24.5	35.5	21.5	24.5	29.5	23.5
THIRD QUANTILE	38.0	23.5	42.0	25.5	30.5	36.5	27.5	26.5	-	-	-	-	40.0	19.5	26.5	40.0	25.5	29.5	33.5	24.5
NO. COMPANIES	11	3	4	8	7	9	5	8	-	-	-	-	9	4	7	9	12	10	9	9
NO. EMPLOYEES	11	3	4	8	7	9	6	8	-	-	-	-	20	4	19	20	123	39	9	15

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Greater Bridgeport, CT

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

Ms. A. Holland
Manpower, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.9	34.8	26.6	20.7	-	38.9	26.9	-	-	-	-	25.4	36.8	29.4	-	42.1	25.0	32.8	27.6	24.3
FIRST QUANTILE	23.5	19.5	20.5	18.5	-	28.5	17.5	-	-	-	-	20.5	32.5	23.5	-	34.5	22.5	30.5	21.5	18.5
MEDIAN	25.5	33.5	25.5	19.5	-	42.0	26.5	-	-	-	-	24.5	34.5	24.5	-	44.0	25.5	32.5	24.5	22.5
THIRD QUANTILE	32.5	42.0	29.5	22.5	-	45.0	31.5	-	-	-	-	29.5	40.0	29.5	-	45.0	26.5	35.5	33.5	29.5
NO. COMPANIES	7	3	6	4	-	7	4	-	-	-	-	4	6	4	-	5	5	4	10	4
NO. EMPLOYEES	8	4	8	5	-	8	5	-	-	-	-	114	10	4	-	5	24	6	11	6

Harrisburg Area, PA

M. Bongiorno
Pennsylvania Blue Shield

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	27.7	23.6	29.9	26.5	30.5	25.1	24.7	22.3	26.0	-	23.2	30.6	22.9	26.3	34.6	22.0	28.8	31.8	25.4
FIRST QUANTILE	21.5	23.5	22.5	23.5	19.5	18.5	20.5	13.5	21.5	21.5	-	18.5	22.5	16.5	22.5	31.5	19.5	27.5	24.5	20.5
MEDIAN	31.5	27.5	24.5	34.5	24.5	29.5	21.5	26.5	23.5	24.5	-	22.5	29.5	22.5	23.5	33.5	21.5	28.5	32.5	25.5
THIRD QUANTILE	36.5	28.5	24.5	34.5	34.5	38.0	31.5	31.5	23.5	31.5	-	26.5	36.5	23.5	27.5	38.0	24.5	30.5	38.0	29.5
NO. COMPANIES	18	10	9	12	10	20	6	10	5	6	-	11	9	8	10	6	10	8	13	13
NO. EMPLOYEES	22	15	111	37	10	20	8	11	238	6	-	151	15	8	22	48	214	41	20	71

Hartford, CT

R. Dyer
State Dept. of Education

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	29.5	29.7	22.5	27.8	34.0	31.2	30.0	25.1	32.6	-	27.0	37.2	34.5	23.3	39.7	23.4	20.7	31.5	22.8
FIRST QUANTILE	25.5	27.5	23.5	20.5	24.5	29.5	28.5	26.5	17.5	29.5	-	21.5	31.5	24.5	19.5	35.5	21.5	25.5	28.5	19.5
MEDIAN	28.5	28.5	30.5	22.5	27.5	33.5	31.5	29.5	25.5	32.5	-	24.5	38.0	33.5	20.5	40.0	23.5	27.5	31.5	23.5
THIRD QUANTILE	30.5	29.5	33.5	23.5	31.5	34.5	33.5	31.5	26.5	34.5	-	36.5	44.0	40.0	27.5	42.0	25.5	31.5	35.5	24.5
NO. COMPANIES	18	12	12	17	14	20	15	14	5	13	-	6	11	5	11	12	15	14	23	22
NO. EMPLOYEES	47	31	17	141	16	47	15	23	5	13	-	72	25	5	34	15	263	62	26	59

Lancaster, PA

Ms. D. J. Pursell
Bus. Planning Assoc., Inc.

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	31.0	27.3	21.4	31.4	32.8	25.0	25.3	-	24.5	-	27.5	34.4	26.3	23.0	35.0	25.3	26.6	31.0	23.1
FIRST QUANTILE	19.5	18.5	20.5	13.0	24.5	22.5	19.5	16.5	-	13.5	-	18.5	29.5	19.5	16.5	28.5	22.5	19.5	25.5	18.5
MEDIAN	30.5	31.5	25.5	19.5	27.5	33.5	21.5	23.5	-	25.5	-	22.5	36.5	25.5	23.5	33.5	25.5	22.5	30.5	23.5
THIRD QUANTILE	33.5	36.5	31.5	24.5	38.0	42.0	30.5	30.5	-	25.5	-	42.0	38.0	32.5	26.5	40.0	29.5	34.5	38.0	26.5
NO. COMPANIES	20	5	9	9	9	13	10	8	-	4	-	6	10	8	11	10	17	14	13	10
NO. EMPLOYEES	24	5	9	9	11	13	10	9	-	4	-	52	52	9	17	24	200	63	16	44

Lehigh Valley, PA

Ms. L. B. Martin
Rodale Press, Inc.

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	33.1	29.8	24.6	25.8	33.4	30.0	22.8	-	31.6	-	26.0	39.5	26.0	28.0	43.3	29.6	35.4	32.4	26.6
FIRST QUANTILE	21.5	21.5	21.5	15.5	21.5	25.5	20.5	17.5	-	24.5	-	20.5	38.0	20.5	27.5	45.0	27.5	31.5	28.5	23.5
MEDIAN	26.5	34.5	27.5	19.5	22.5	38.0	25.5	22.5	-	31.5	-	23.5	44.0	24.5	28.5	45.0	29.5	35.5	30.5	26.5
THIRD QUANTILE	32.5	44.0	32.5	28.5	30.5	44.0	34.5	28.5	-	35.5	-	27.5	45.0	29.5	29.5	45.0	31.5	40.0	38.0	30.5
NO. COMPANIES	14	6	8	11	6	20	10	10	-	7	-	8	10	9	6	11	18	12	19	15
NO. EMPLOYEES	14	7	9	11	6	22	11	14	-	7	-	46	19	10	11	49	885	234	19	48

Metropolitan New Jersey

Mrs. I. Strange
Witco Chemical Corp.

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.4	33.1	31.9	-	29.5	37.9	-	30.3	-	35.6	-	38.3	40.2	31.8	30.4	37.1	28.2	-	38.3	26.5
FIRST QUANTILE	26.5	20.5	24.5	-	17.5	32.5	-	27.5	-	32.5	-	33.5	31.5	26.5	25.5	26.5	24.5	-	30.5	23.5
MEDIAN	34.5	31.5	27.5	-	30.5	42.0	-	29.5	-	34.5	-	38.0	45.0	29.5	30.5	45.0	29.5	-	40.0	26.5
THIRD QUANTILE	44.0	40.0	38.0	-	40.0	45.0	-	34.5	-	36.5	-	42.0	45.0	38.0	31.5	45.0	31.5	-	45.0	30.5
NO. COMPANIES	8	5	5	-	6	11	-	7	-	6	-	6	7	9	6	7	4	-	9	7
NO. EMPLOYEES	8	5	7	-	6	14	-	10	-	6	-	36	9	10	7	7	25	-	9	30

Montgomery County, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																Ms. M. A. Fish American Bank & Trust Co. of Pa.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.0	-	-	19.9	25.1	33.5	-	29.0	-	32.5	-	24.5	36.9	29.3	22.3	31.5	21.1	26.4	29.1	21.9
FIRST QUARTILE	24.5	-	-	13.5	21.5	23.5	-	20.5	-	29.5	-	20.5	32.5	22.5	17.5	24.5	19.5	23.5	22.5	20.5
MEDIAN	29.5	-	-	19.5	25.5	34.5	-	26.5	-	33.5	-	24.5	38.0	28.5	20.5	28.5	20.5	26.5	31.5	21.5
THIRD QUARTILE	33.5	-	-	22.5	28.5	45.0	-	35.5	-	33.5	-	27.5	44.0	34.5	24.5	38.0	22.5	28.5	34.5	22.5
NO. COMPANIES	22	-	-	12	14	20	-	9	-	3	-	7	14	13	8	7	4	7	14	9
NO. EMPLOYEES	27	-	-	13	16	21	-	12	-	3	-	110	24	13	9	24	18	20	22	22

New York, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																Ms. D. Bianco Deloitte Haskins & Sells			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	37.7	33.4	28.1	30.7	36.8	28.8	26.3	26.6	33.8	-	33.5	41.5	27.2	28.0	32.8	25.7	21.5	32.5	21.4
FIRST QUARTILE	28.5	33.5	27.5	21.5	23.5	27.5	22.5	24.5	20.5	24.5	-	29.5	40.0	21.5	21.5	22.5	21.5	18.5	23.5	14.5
MEDIAN	31.5	38.0	31.5	26.5	28.5	42.0	25.5	23.5	22.5	34.5	-	32.5	45.0	25.5	29.5	35.5	26.5	20.5	34.5	21.5
THIRD QUARTILE	38.0	42.0	40.0	34.5	40.0	45.0	35.5	27.5	30.5	42.0	-	35.5	45.0	31.5	32.5	42.0	29.5	21.5	40.0	25.5
NO. COMPANIES	40	22	16	30	25	37	24	14	10	16	-	12	22	33	14	7	8	6	26	19
NO. EMPLOYEES	61	31	22	34	32	45	32	127	10	20	-	212	59	131	19	24	86	31	27	52

Philadelphia, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																M. J. McGuckin, CRM PSFS			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	34.2	22.6	19.4	27.4	36.0	27.9	27.1	21.6	31.4	-	22.7	34.0	25.4	20.1	35.6	21.7	26.3	30.3	20.6
FIRST QUARTILE	21.5	30.5	17.5	14.5	18.5	24.5	19.5	20.5	15.5	25.5	-	19.5	28.5	23.5	16.5	26.5	18.5	21.5	26.5	15.5
MEDIAN	27.5	34.5	21.5	18.5	26.5	42.0	25.5	23.5	20.5	30.5	-	22.5	34.5	28.5	20.5	34.5	19.5	23.5	29.5	18.5
THIRD QUARTILE	36.5	35.5	27.5	22.5	34.5	45.0	34.5	33.5	26.5	38.0	-	25.5	40.0	33.5	23.5	36.5	24.5	34.5	34.5	24.5
NO. COMPANIES	25	10	8	18	12	24	15	10	13	13	-	5	10	16	11	3	6	5	16	10
NO. EMPLOYEES	28	24	8	20	16	36	16	12	16	15	-	221	14	17	11	4	28	6	22	32

Pittsburgh, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																A. Heck West Penn Motor Club			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.1	33.8	29.0	23.8	28.6	33.6	26.9	25.5	23.5	26.1	41.2	22.8	35.9	30.8	27.0	35.7	26.4	31.0	30.1	25.2
FIRST QUARTILE	24.5	27.5	22.5	17.5	23.5	25.5	20.5	21.5	17.5	22.5	38.0	19.5	31.5	20.5	20.5	30.5	24.5	27.5	25.5	19.5
MEDIAN	31.5	32.5	29.5	22.5	27.5	34.5	24.5	24.5	24.5	40.0	19.5	35.5	31.5	25.5	35.5	26.5	30.5	28.5	23.5	19.5
THIRD QUARTILE	36.5	40.0	34.5	27.5	34.5	40.0	31.5	29.5	25.5	26.5	44.0	25.5	42.0	40.0	31.5	42.0	28.5	34.5	34.5	31.5
NO. COMPANIES	40	12	15	27	15	35	16	19	7	8	3	12	20	18	15	24	32	29	34	28
NO. EMPLOYEES	45	16	18	27	17	39	16	35	7	8	10	140	30	18	16	37	405	96	38	80

Portland, ME

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																J. R. Trueworthy Bancroft & Martin, Inc.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.1	-	-	19.7	19.5	32.0	-	22.4	22.0	-	-	24.4	33.9	-	20.4	37.6	22.2	24.9	26.8	18.1
FIRST QUARTILE	19.5	-	-	14.5	17.5	23.5	-	16.5	19.5	-	-	21.5	25.5	-	13.0	33.5	20.5	19.5	23.5	15.5
MEDIAN	24.5	-	-	17.5	17.5	32.5	-	23.5	19.5	-	-	24.5	33.5	-	21.5	38.0	22.5	22.5	29.5	19.5
THIRD QUARTILE	33.5	-	-	24.5	23.5	35.5	-	25.5	24.5	-	-	26.5	40.0	-	24.5	40.0	25.5	29.5	31.5	19.5
NO. COMPANIES	15	-	-	6	6	7	-	7	4	-	-	7	8	-	5	5	7	5	11	4
NO. EMPLOYEES	17	-	-	6	6	7	-	7	4	-	-	25	9	-	5	7	39	17	14	9

Providence, RI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																A. F. Wright AMS Providence Chapter			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.0	-	24.5	17.7	25.1	31.1	-	21.1	17.8	-	-	24.1	34.4	23.8	-	34.1	21.8	23.4	25.9	15.6
FIRST QUARTILE	25.5	-	18.5	16.5	17.5	18.5	-	18.5	14.5	-	-	21.5	18.5	18.5	-	25.5	18.5	21.5	21.5	13.0
MEDIAN	30.5	-	24.5	17.5	18.5	35.5	-	18.5	15.5	-	-	23.5	42.0	22.5	-	30.5	21.5	21.5	25.5	15.5
THIRD QUARTILE	33.5	-	27.5	18.5	36.5	38.0	-	23.5	20.5	-	-	26.5	45.0	27.5	-	44.0	23.5	26.5	27.5	16.5
NO. COMPANIES	10	-	4	8	6	5	-	6	6	-	-	5	8	6	-	5	4	4	8	4
NO. EMPLOYEES	10	-	4	8	6	5	-	8	6	-	-	35	11	6	-	6	31	12	8	4

Reading, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																Mrs. B. M. Lehman Hamilton Bank			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	35.1	30.7	25.4	-	36.5	23.1	25.9	-	34.4	-	21.2	38.0	25.5	25.6	38.6	27.1	27.3	30.3	25.1
FIRST QUARTILE	22.5	21.5	21.5	15.5	-	30.5	13.5	17.5	-	14.5	-	17.5	34.5	19.5	20.5	35.5	22.5	18.5	19.5	22.5
MEDIAN	25.5	40.0	30.5	23.5	-	38.0	25.5	25.5	-	38.0	-	21.5	38.0	24.5	26.5	42.0	28.5	26.5	32.5	24.5
THIRD QUARTILE	34.5	40.0	33.5	34.5	-	45.0	26.5	31.5	-	40.0	-	24.5	44.0	26.5	28.5	45.0	32.5	25.5	35.5	28.5
NO. COMPANIES	18	5	10	13	-	16	9	8	-	4	-	10	12	10	11	15	18	13	20	13
NO. EMPLOYEES	21	8	11	14	-	17	9	8	-	4	-	114	19	11	19	40	378	91	21	36

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Southern Connecticut

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	34.5	35.6	27.6	32.5	37.7	33.3	31.6	23.8	37.1	-	-	36.5	28.6	23.7	38.9	24.8	27.8	35.6	25.6
FIRST QUANTILE	29.5	33.5	29.5	21.5	27.5	31.5	28.5	25.5	19.5	33.5	-	-	31.5	24.5	16.5	35.5	22.5	25.5	30.5	19.5
MEDIAN	33.5	34.5	33.5	27.5	31.5	36.5	33.5	33.5	23.5	36.5	-	-	36.5	28.5	19.5	38.0	24.5	27.5	33.5	24.5
THIRD QUANTILE	42.0	38.0	38.0	30.5	42.0	45.0	38.0	35.5	27.5	40.0	-	-	42.0	34.5	33.5	42.0	27.5	28.5	40.0	29.5
NO. COMPANIES	18	10	7	16	16	15	10	9	6	8	-	-	11	12	9	9	6	8	16	18
NO. EMPLOYEES	30	10	8	17	26	19	11	19	6	8	-	-	49	14	21	27	78	43	23	55

P. McGivney

Ethan Allen Inc.

Syracuse, NY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.7	30.4	-	17.7	28.5	34.2	24.7	27.5	18.7	-	-	23.7	38.2	32.6	22.0	39.2	20.5	26.3	26.2	21.9
FIRST QUANTILE	17.5	17.5	-	13.5	24.5	24.5	20.5	25.5	13.5	-	-	17.5	34.5	25.5	15.5	32.5	18.5	24.5	20.5	18.5
MEDIAN	22.5	32.5	-	14.5	27.5	34.5	23.5	26.5	16.5	-	-	22.5	38.0	35.5	19.5	38.0	20.5	26.5	26.5	21.5
THIRD QUANTILE	29.5	34.5	-	19.5	28.5	44.0	26.5	31.5	22.5	-	-	27.5	44.0	40.0	29.5	45.0	21.5	27.5	28.5	23.5
NO. COMPANIES	12	5	-	8	6	12	10	11	8	-	-	9	14	10	5	5	6	4	6	5
NO. EMPLOYEES	13	5	-	8	9	13	10	19	5	-	-	77	43	16	6	6	87	17	6	11

Ms. S. A. Rorke

Radisson Community Assn.

Triple Cities, NY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	25.2	23.5	-	-	26.2	24.0	24.9	-	-	-	20.2	24.1	25.2	22.9	35.5	21.1	28.1	31.8	19.9
FIRST QUANTILE	22.5	20.5	13.5	-	-	19.5	16.5	13.5	-	-	-	14.5	19.5	15.5	15.5	29.5	18.5	26.5	22.5	16.5
MEDIAN	31.5	26.5	25.5	-	-	20.5	26.5	16.5	-	-	-	18.5	21.5	21.5	17.5	38.0	22.5	27.5	29.5	21.5
THIRD QUANTILE	32.5	26.5	26.5	-	-	34.5	26.5	40.0	-	-	-	22.5	27.5	31.5	25.5	38.0	24.5	29.5	33.5	22.5
NO. COMPANIES	8	2	4	-	-	10	3	5	-	-	-	6	5	5	6	7	7	6	5	5
NO. EMPLOYEES	9	3	5	-	-	10	3	5	-	-	-	29	16	5	8	7	57	24	5	18

R. Stenphoski

New York State G. & E. Co.

Westchester, NY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9	34.6	32.1	25.1	28.0	32.0	27.3	25.4	28.2	36.9	37.2	25.2	40.0	30.8	25.6	33.7	23.4	29.3	34.1	23.7
FIRST QUANTILE	25.5	29.5	23.5	18.5	19.5	23.5	20.5	20.5	19.5	31.5	27.5	19.5	35.5	19.5	22.5	30.5	21.5	25.5	28.5	17.5
MEDIAN	28.5	32.5	30.5	22.5	27.5	28.5	25.5	24.5	23.5	38.0	42.0	22.5	44.0	31.5	25.5	31.5	22.5	27.5	35.5	22.5
THIRD QUANTILE	44.0	40.0	33.5	26.5	30.5	44.0	32.5	29.5	34.5	40.0	42.0	29.5	45.0	38.0	28.5	34.5	25.5	30.5	40.0	28.5
NO. COMPANIES	33	12	8	24	27	32	13	16	9	7	2	11	21	14	12	6	6	4	28	16
NO. EMPLOYEES	42	16	8	24	36	32	14	18	9	7	3	64	48	16	13	14	41	5	39	27

B. Wiggin

Office Help Temporaries

Western Massachusetts

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	32.4	27.0	21.5	-	32.6	25.9	26.0	19.6	31.5	-	23.0	39.1	26.6	25.2	36.3	22.9	-	31.6	21.1
FIRST QUANTILE	24.5	26.5	23.5	16.5	-	25.5	21.5	20.5	13.0	23.5	-	16.5	33.5	19.5	20.5	30.5	20.5	-	24.5	17.5
MEDIAN	29.5	31.5	24.5	21.5	-	33.5	24.5	24.5	17.5	29.5	-	20.5	44.0	24.5	23.5	38.0	22.5	-	29.5	21.5
THIRD QUANTILE	34.5	34.5	31.5	23.5	-	38.0	29.5	30.5	23.5	38.0	-	26.5	45.0	33.5	28.5	42.0	25.5	-	38.0	22.5
NO. COMPANIES	44	8	23	23	-	45	15	28	8	10	-	5	41	18	27	47	53	-	41	40
NO. EMPLOYEES	45	8	23	23	-	47	26	32	8	10	-	22	59	18	32	66	434	-	47	79

H. Stuckenbruck

Employer's Assn. of W. Mass.

Worcester, MA

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	33.6	27.3	22.5	25.0	29.8	23.7	24.3	22.6	31.6	-	26.2	36.3	23.7	24.8	35.7	23.9	29.2	30.5	23.0
FIRST QUANTILE	22.5	19.5	23.5	17.5	18.5	23.5	18.5	19.5	13.0	21.5	-	17.5	29.5	17.5	19.5	30.5	20.5	25.5	24.5	19.5
MEDIAN	28.5	33.5	25.5	22.5	23.5	29.5	22.5	22.5	24.5	29.5	-	23.5	40.0	21.5	24.5	35.5	23.5	28.5	30.5	21.5
THIRD QUANTILE	33.5	44.0	31.5	24.5	30.5	35.5	27.5	29.5	27.5	42.0	-	34.5	45.0	27.5	27.5	42.0	27.5	33.5	35.5	25.5
NO. COMPANIES	71	8	25	40	43	61	29	56	5	8	-	23	68	26	36	84	89	63	61	63
NO. EMPLOYEES	78	9	26	41	48	62	29	65	5	8	-	121	136	40	43	115	623	179	70	113

Ms. Y. T. McGrath

CMEA

York, PA

TOTAL ALL TYPES OF BUSINESS																	D. R. Simmons II York Bank & Trust Co.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	-	30.9	20.0	22.6	31.9	25.7	29.5	26.5	32.3	-	24.5	36.3	-	23.4	37.9	24.4	27.3	28.7	20.8	
FIRST QUANTILE	17.5	-	21.5	13.5	17.5	25.5	16.5	24.5	18.5	28.5	-	17.5	28.5	-	17.5	33.5	23.5	22.5	21.5	18.5	
MEDIAN	27.5	-	29.5	18.5	21.5	33.5	28.5	31.5	24.5	29.5	-	20.5	40.0	-	21.5	40.0	23.5	28.5	30.5	20.5	
THIRD QUANTILE	33.5	-	33.5	23.5	23.5	40.0	28.5	34.5	29.5	35.5	-	33.5	45.0	-	27.5	45.0	25.5	31.5	32.5	23.5	
NO. COMPANIES	18	-	9	12	14	17	5	14	4	6	-	5	19	-	11	19	20	18	20	19	
NO. EMPLOYEES	20	-	9	13	15	18	5	15	4	6	-	46	27	-	14	35	325	106	24	72	

Akron-Canton, OH

TOTAL ALL TYPES OF BUSINESS																	EAST CENTRAL UNITED STATES H. Dannemiller Betsy Ross Foods, Inc.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	34.4	31.4	27.8	31.5	36.8	31.9	33.1	27.9	34.9	26.7	30.3	39.0	32.0	30.7	39.2	26.1	31.2	35.2	25.4	
FIRST QUANTILE	29.5	25.5	27.5	20.5	27.5	33.5	25.5	29.5	21.5	24.5	15.5	23.5	36.5	27.5	24.5	33.5	24.5	28.5	28.5	21.5	
MEDIAN	34.5	34.5	31.5	29.5	29.5	38.0	30.5	32.5	24.5	38.0	18.5	30.5	40.0	32.5	28.5	44.0	26.5	30.5	35.5	24.5	
THIRD QUANTILE	36.5	40.0	34.5	31.5	33.5	44.0	36.5	38.0	33.5	44.0	38.0	38.0	45.0	33.5	34.5	45.0	27.5	33.5	42.0	29.5	
NO. COMPANIES	36	12	23	18	18	27	16	17	7	14	3	11	22	13	16	23	26	23	28	26	
NO. EMPLOYEES	52	17	27	20	24	29	20	24	8	19	5	147	58	13	16	39	847	157	40	114	

Battle Creek-Kala, MI

TOTAL ALL TYPES OF BUSINESS																	G. Hall Gr. Lakes Fed. Svcs. & Loan				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.3	32.4	29.8	26.2	24.0	34.9	28.1	24.7	29.7	-	-	19.9	38.0	33.7	27.2	38.0	29.6	23.7	29.0	22.1	
FIRST QUANTILE	18.5	20.5	23.5	18.5	14.5	26.5	24.5	18.5	14.5	-	-	15.5	26.5	28.5	17.5	22.5	26.5	19.5	20.5	16.5	
MEDIAN	22.5	32.5	25.5	25.5	22.5	38.0	24.5	19.5	30.5	-	-	17.5	40.0	34.5	24.5	40.0	30.5	22.5	32.5	21.5	
THIRD QUANTILE	28.5	36.5	34.5	29.5	27.5	42.0	30.5	28.5	30.5	-	-	20.5	45.0	34.5	31.5	45.0	33.5	25.5	36.5	26.5	
NO. COMPANIES	15	6	6	8	12	14	9	8	3	-	-	7	5	3	5	7	9	7	9	5	
NO. EMPLOYEES	16	6	6	8	13	18	10	8	3	-	-	60	5	3	5	8	95	80	9	11	

Butler County, OH

TOTAL ALL TYPES OF BUSINESS																	J.A. Mitrione Southwestern Ohio Steel Inc.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.7	35.9	29.3	22.2	22.3	32.2	25.5	28.9	-	-	-	18.5	36.8	22.5	-	37.4	26.3	31.8	32.3	22.2	
FIRST QUANTILE	21.5	24.5	24.5	16.5	19.5	28.5	22.5	25.5	17.5	27.5	40.0	15.5	29.5	21.5	-	33.5	23.5	28.5	29.5	19.5	
MEDIAN	25.5	34.5	29.5	20.5	21.5	32.5	25.5	27.5	-	-	-	18.5	38.0	21.5	-	38.0	26.5	31.5	32.5	21.5	
THIRD QUANTILE	31.5	45.0	32.5	24.5	24.5	35.5	26.5	33.5	-	-	-	20.5	44.0	22.5	-	40.0	28.5	34.5	34.5	24.5	
NO. COMPANIES	9	4	5	8	6	12	4	5	-	-	-	2	9	4	-	8	12	10	11	13	
NO. EMPLOYEES	9	5	5	8	6	12	5	5	-	-	-	5	11	4	-	11	254	40	11	20	

Chicago, IL

TOTAL ALL TYPES OF BUSINESS																	F. Arado American College of Surgeons				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	32.1	31.8	26.7	28.1	35.6	30.3	30.9	22.1	33.9	41.3	34.0	30.6	31.3	27.8	-	26.1	31.1	33.4	21.4	
FIRST QUANTILE	27.5	25.5	23.5	20.5	19.5	30.5	22.5	25.5	17.5	27.5	40.0	23.5	24.5	27.5	23.5	-	22.5	26.5	28.5	18.5	
MEDIAN	31.5	30.5	31.5	25.5	26.5	36.5	30.5	28.5	21.5	31.5	44.0	38.0	27.5	30.5	28.5	-	24.5	27.5	33.5	20.5	
THIRD QUANTILE	38.0	38.0	38.0	31.5	32.5	45.0	36.5	36.5	24.5	42.0	45.0	42.0	35.5	35.5	31.5	-	30.5	36.5	38.0	24.5	
NO. COMPANIES	33	14	13	24	18	25	20	10	9	15	5	8	17	27	15	-	10	9	23	20	
NO. EMPLOYEES	56	42	18	27	20	38	25	16	9	16	6	121	133	34	25	-	448	70	32	64	

Cincinnati, OH

TOTAL ALL TYPES OF BUSINESS																	W. J. Schutte The Nat'l Underwriter Co.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	32.5	28.9	23.7	29.5	33.3	25.3	27.4	27.4	26.8	-	23.9	35.7	27.0	32.4	39.8	23.1	29.6	29.3	23.6	
FIRST QUANTILE	24.5	27.5	22.5	20.5	23.5	25.5	20.5	21.5	18.5	19.5	-	19.5	29.5	22.5	24.5	36.5	20.5	24.5	24.5	19.5	
MEDIAN	29.5	30.5	26.5	21.5	28.5	31.5	25.5	25.5	25.5	25.5	-	21.5	35.5	26.5	34.5	42.0	22.5	27.5	27.5	23.5	
THIRD QUANTILE	33.5	40.0	33.5	26.5	36.5	40.0	28.5	32.5	30.5	29.5	-	25.5	42.0	31.5	40.0	45.0	25.5	32.5	33.5	26.5	
NO. COMPANIES	48	13	21	28	27	44	18	23	5	13	-	13	32	24	23	33	34	27	37	31	
NO. EMPLOYEES	52	16	22	28	30	48	18	26	5	13	-	92	79	24	47	46	445	151	42	67	

Cleveland, OH

TOTAL ALL TYPES OF BUSINESS																	K. Moyer Cleveland State University				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.3	35.6	-	23.9	30.6	41.1	-	28.3	-	-	-	28.1	35.4	32.6	-	31.5	27.2	35.3	37.1	32.2	
FIRST QUANTILE	28.5	26.5	-	17.5	20.5	40.0	-	27.5	-	-	-	19.5	31.5	22.5	-	26.5	23.5	26.5	28.5	25.5	
MEDIAN	34.5	35.5	-	20.5	32.5	45.0	-	28.5	-	-	-	25.5	33.5	32.5	-	29.5	25.5	33.5	38.0	33.5	
THIRD QUANTILE	36.5	42.0	-	24.5	35.5	45.0	-	29.5	-	-	-	35.5	38.0	40.0	-	38.0	29.5	42.0	45.0	40.0	
NO. COMPANIES	10	6	-	6	6	5	-	6	-	-	-	4	7	7	-	4	6	3	7	8	
NO. EMPLOYEES	11	6	-	7	7	6	-	6	-	-	-	36	13	7	-	12	38	6	10	48	

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Columbus, OH

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.0	28.6	-	20.6	23.0	32.6	25.4	-	-	24.8	-	26.4	36.6	26.5	27.8	-	21.2	-	-	21.5
FIRST QUANTILE	28.5	26.5	-	14.5	17.5	26.5	18.5	-	-	18.5	-	21.5	34.5	15.5	13.0	-	19.5	-	-	17.5
MEDIAN	33.5	27.5	-	20.5	22.5	30.5	23.5	-	-	23.5	-	25.5	36.5	27.5	28.5	-	20.5	-	-	19.5
THIRD QUANTILE	33.5	29.5	-	24.5	25.5	35.5	27.5	-	-	29.5	-	26.5	40.0	31.5	28.5	-	23.5	-	-	26.5
NO. COMPANIES	5	5	-	9	7	13	6	-	-	6	-	3	5	5	3	-	2	-	-	5
NO. EMPLOYEES	7	8	-	9	8	13	6	-	-	6	-	47	23	5	3	-	18	-	-	6

B. T. Beupre
Self Service Systems**Dayton, OH**

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	33.0	29.3	24.6	30.9	34.7	-	28.2	-	33.2	-	-	35.7	26.2	27.3	36.4	27.0	28.8	31.8	22.5
FIRST QUANTILE	24.5	24.5	25.5	21.5	22.5	29.5	-	23.5	-	30.5	-	-	29.5	17.5	23.5	31.5	20.5	25.5	28.5	20.5
MEDIAN	28.5	30.5	28.5	23.5	29.5	35.5	-	26.5	-	34.5	-	-	35.5	25.5	28.5	36.5	22.5	27.5	31.5	23.5
THIRD QUANTILE	34.5	40.0	32.5	25.5	40.0	40.0	-	30.5	-	35.5	-	-	44.0	33.5	30.5	40.0	23.5	31.5	36.5	25.5
NO. COMPANIES	20	8	9	14	14	22	-	15	-	11	-	-	17	13	8	11	15	10	21	17
NO. EMPLOYEES	23	8	10	16	14	22	-	18	-	11	-	-	67	13	10	29	242	89	24	62

Ms. C. Palmer
Manpower, Inc.**Detroit Area, MI**

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	-	27.2	25.5	-	34.8	-	-	23.1	31.7	-	21.9	36.0	-	-	42.2	29.3	-	31.7	26.2
FIRST QUANTILE	30.5	-	14.5	20.5	-	26.5	-	-	20.5	18.5	-	18.5	28.5	-	-	36.5	26.5	-	20.5	21.5
MEDIAN	30.5	-	32.5	25.5	-	35.5	-	-	22.5	32.5	-	21.5	35.5	-	-	45.0	30.5	-	34.5	28.5
THIRD QUANTILE	34.5	-	32.5	27.5	-	38.0	-	-	24.5	32.5	-	23.5	45.0	-	-	45.0	30.5	-	34.5	29.5
NO. COMPANIES	5	-	3	5	-	9	-	-	5	3	-	3	8	-	-	2	2	-	3	5
NO. EMPLOYEES	6	-	3	5	-	12	-	-	5	3	-	5	10	-	-	3	130	-	3	7

E. Skamiera
Manufacturers Nat'l Bank**Evansville, IN**

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.9	27.0	30.2	19.0	19.0	30.3	-	-	-	-	-	22.1	-	21.6	21.6	36.4	27.9	30.3	26.8	20.5
FIRST QUANTILE	21.5	23.5	23.5	13.0	14.5	21.5	-	-	-	-	-	17.5	-	15.5	13.5	27.5	24.5	21.5	21.5	18.5
MEDIAN	25.5	30.5	25.5	17.5	16.5	22.5	-	-	-	-	-	20.5	-	19.5	21.5	36.5	31.5	29.5	23.5	19.5
THIRD QUANTILE	31.5	31.5	34.5	22.5	21.5	40.0	-	-	-	-	-	25.5	-	23.5	22.5	44.0	31.5	42.0	29.5	22.5
NO. COMPANIES	14	6	4	9	6	12	-	-	-	-	-	8	-	6	7	6	6	6	9	9
NO. EMPLOYEES	18	7	5	9	9	12	-	-	-	-	-	34	-	7	7	10	76	23	9	16

M. J. Wayne
Royal Office Products, Inc.**Fort Wayne, IN**

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	30.7	30.5	22.9	25.6	33.4	24.7	30.3	21.9	32.3	-	25.7	35.0	29.2	25.5	38.7	25.8	28.8	33.7	24.6
FIRST QUANTILE	27.5	25.5	26.5	17.5	19.5	25.5	16.5	23.5	13.0	28.5	-	16.5	28.5	19.5	19.5	33.5	22.5	24.5	22.5	20.5
MEDIAN	31.5	29.5	30.5	21.5	23.5	33.5	25.5	32.5	23.5	29.5	-	20.5	36.5	23.5	22.5	40.0	25.5	28.5	36.5	23.5
THIRD QUANTILE	35.5	36.5	33.5	29.5	30.5	42.0	29.5	38.0	23.5	34.5	-	29.5	44.0	44.0	28.5	45.0	28.5	31.5	40.0	27.5
NO. COMPANIES	23	12	19	20	16	28	16	17	4	8	-	7	12	8	15	21	23	21	19	24
NO. EMPLOYEES	32	16	23	22	16	28	17	24	4	8	-	36	14	10	16	27	300	86	25	80

Ms. Nancy Mull
Industra Prods.**Indianapolis, IN**

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.3	29.7	25.6	-	23.1	35.3	27.0	26.2	19.2	26.1	-	24.8	31.0	23.6	25.1	34.6	26.3	30.8	30.0	25.7
FIRST QUANTILE	25.5	25.5	20.5	-	20.5	27.5	19.5	19.5	13.0	22.5	-	19.5	23.5	20.5	22.5	24.5	21.5	21.5	22.5	23.5
MEDIAN	28.5	28.5	24.5	-	23.5	34.5	28.5	25.5	16.5	24.5	-	22.5	30.5	22.5	24.5	34.5	27.5	33.5	30.5	24.5
THIRD QUANTILE	38.0	34.5	27.5	-	24.5	42.0	31.5	30.5	26.5	29.5	-	28.5	34.5	25.5	25.5	42.0	31.5	34.5	35.5	28.5
NO. COMPANIES	26	10	12	-	11	24	10	9	6	8	-	13	16	12	10	10	11	5	20	9
NO. EMPLOYEES	30	12	13	-	17	24	12	10	5	8	-	156	36	12	13	12	86	11	21	33

R.M. Taylor, C.A.M.
American Lung Assn. of Cent. In.

Lansing, MI

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY										Farm Bureau Corp. of MI									
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T										
AVERAGE	30.6	33.0	-	-	26.3	-	-	-	31.0	29.0	-	22.0	32.2	36.3	-	-	-	31.7	31.3	22.8									
FIRST QUANTILE	27.5	34.5	-	-	21.5	-	-	-	31.5	23.5	-	19.5	26.5	35.5	-	-	-	22.5	23.5	19.5									
MEDIAN	33.5	34.5	-	-	24.5	-	-	-	33.5	28.5	-	21.5	31.5	38.0	-	-	-	31.5	32.5	24.5									
THIRD QUANTILE	33.5	34.5	-	-	30.5	-	-	-	33.5	29.5	-	24.5	33.5	38.0	-	-	-	40.0	38.0	25.5									
NO. COMPANIES	16	7	-	-	6	-	-	-	5	4	-	7	8	5	-	-	-	3	9	8									
NO. EMPLOYEES	36	54	-	-	6	-	-	-	45	4	-	54	12	33	-	-	-	6	9	24									

North/West Chicago, IL

TOTAL ALL TYPES OF BUSINESS																	F. E. BIEBLER Ecko Housewares			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.4	36.5	31.0	25.0	33.0	35.1	33.0	34.2	24.6	32.0	32.5	38.4	34.6	31.3	27.5	38.4	26.4	28.1	33.8	24.2
FIRST QUANTILE	31.5	32.5	26.5	17.5	27.5	30.5	27.5	28.5	19.5	23.5	19.5	34.5	25.5	25.5	20.5	35.5	24.5	23.5	30.5	20.5
MEDIAN	33.5	35.5	32.5	24.5	33.5	34.5	31.5	33.5	24.5	25.5	33.5	40.0	38.0	32.5	29.5	38.0	26.5	27.5	34.5	22.5
THIRD QUANTILE	36.0	42.0	36.5	30.5	38.0	40.0	40.0	44.0	27.5	33.5	42.0	45.0	42.0	34.5	31.5	45.0	28.5	30.5	38.0	26.5
NO. COMPANIES	20	12	10	13	15	19	10	13	9	4	4	9	10	8	15	10	14	11	17	12
NO. EMPLOYEES	24	12	11	13	20	23	13	27	9	5	5	111	159	9	21	11	125	89	34	50

Rockford, IL

TOTAL ALL TYPES OF BUSINESS											MS. R. M. Findley U. S. Ins. Group									
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	31.4	-	26.9	22.3	21.3	31.4	-	26.9	-	-	-	39.9	38.4	27.5	26.6	46.4	26.6	30.4	31.1	23.0
FIRST QUANTILE	23.5	-	24.5	17.5	13.5	25.5	-	21.5	-	-	-	34.5	32.5	26.5	22.5	38.0	24.5	27.5	26.5	20.5
MEDIAN	31.5	-	25.5	22.5	21.5	30.5	-	26.5	-	-	-	38.0	38.0	29.5	26.5	42.0	26.5	30.5	30.5	23.5
THIRD QUANTILE	38.0	-	27.5	23.5	26.5	36.5	-	28.5	-	-	-	42.0	45.0	29.5	28.5	44.0	28.5	32.5	38.0	25.5
NO. COMPANIES	17	-	8	8	6	18	-	12	-	-	-	4	15	6	7	12	21	17	16	19
NO. EMPLOYEES	17	-	8	8	6	18	-	14	-	-	-	4	36	7	7	15	243	36	16	31

Toledo Area, OH

TOTAL ALL TYPES OF BUSINESS											The University of Toledo									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.6	30.8	30.1	25.2	28.0	34.9	26.0	24.8	22.8	31.0	-	25.2	35.0	29.3	28.4	38.8	25.5	31.1	33.2	23.4
FIRST QUARTILE	27.5	24.5	23.5	20.5	20.5	28.5	21.5	19.5	16.5	25.5	-	18.5	28.5	20.5	26.5	32.5	22.5	25.5	27.5	19.5
MEDIAN	32.5	29.5	29.5	24.5	26.5	34.5	24.5	24.5	21.5	29.5	-	22.5	34.5	26.5	29.5	44.0	24.5	29.5	33.5	23.5
THIRD QUARTILE	38.6	36.5	34.5	27.5	33.5	44.0	31.5	28.5	24.5	33.5	-	31.5	42.0	30.5	31.5	45.0	28.5	36.5	38.0	26.5
NO. COMPANIES	41	18	14	24	24	43	20	23	13	13	-	12	22	11	23	20	25	22	34	31
NO. EMPLOYEES	42	18	15	27	29	43	22	27	13	14	-	118	39	11	33	25	406	84	35	71

West Michigan

TOTAL ALL TYPES OF BUSINESS										Old Kent Bank & Trust Co.										
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	28.6	-	31.1	22.3	25.4	35.3	27.7	27.4	20.3	-	-	25.4	37.1	29.6	34.3	37.5	24.4	26.0	31.4	31.2
FIRST QUANTILE	22.5	-	25.5	16.5	22.5	29.5	21.5	22.5	18.5	-	-	23.5	32.5	26.5	25.5	32.5	21.5	21.5	26.5	26.5
MEDIAN	28.5	-	30.5	20.5	25.5	35.5	22.5	26.5	20.5	-	-	24.5	38.0	29.5	38.0	38.0	24.5	26.5	31.5	31.5
THIRD QUANTILE	30.5	-	34.5	25.5	29.5	38.0	33.5	29.5	20.5	-	-	27.5	40.0	31.5	38.0	45.0	27.5	29.5	35.5	36.5
NO. COMPANIES	17	-	11	12	12	18	9	10	5	-	-	7	10	12	7	10	13	11	15	14
NO. EMPLOYEES	19	-	11	13	13	19	12	10	5	-	-	150	29	15	16	22	357	53	19	136

Cedar Rapids, IA

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS										Banks of Iowa Comp. Svs., Inc.										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	33.4	-	23.1	27.3	30.7	23.9	23.4	22.2	-	-	28.5	36.6	-	21.1	-	26.0	27.8	28.0	21.8
FIRST QUANTILE	24.5	26.5	-	18.5	24.5	24.5	16.5	13.5	13.5	-	-	23.5	31.5	-	16.5	-	24.5	26.5	22.5	17.5
MEDIAN	30.5	33.5	-	21.5	28.5	31.5	23.5	18.5	23.5	-	-	25.5	40.0	-	19.5	-	24.5	28.5	29.5	21.5
THIRD QUANTILE	38.0	35.5	-	28.5	31.5	34.5	26.5	29.5	23.5	-	-	29.5	40.0	-	24.5	-	27.5	29.5	31.5	24.5
NO. COMPANIES	10	4	-	7	6	12	4	4	3	-	-	4	4	-	4	-	2	3	10	7
NO. EMPLOYEES	16	4	-	7	6	13	5	10	3	-	-	32	12	-	5	-	40	8	10	16

Des Moines, IA

TOTAL ALL TYPES OF BUSINESS											C. Wallace Farmland Ins.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	30.5	26.2	20.8	27.4	32.9	23.1	25.5	22.6	24.5	-	-	32.9	27.2	22.1	37.7	26.3	31.9	28.3	21.3
FIRST QUANTILE	23.5	25.5	23.5	14.5	22.5	29.5	17.5	17.5	16.5	18.5	-	-	23.5	20.5	19.5	28.5	21.5	30.5	22.5	17.5
MEDIAN	28.5	29.5	26.5	19.5	27.5	32.5	23.5	22.5	21.5	19.5	-	-	32.5	25.5	20.5	34.5	27.5	32.5	28.5	20.5
THIRD QUANTILE	33.5	33.5	28.5	26.5	30.5	38.0	27.5	29.5	26.5	25.5	-	-	44.0	34.5	24.5	45.0	30.5	32.5	33.5	24.5
NO. COMPANIES	53	26	16	36	17	43	23	20	13	12	-	-	32	30	17	11	12	5	27	16
NO. EMPLOYEES	72	31	27	37	21	43	25	26	16	12	-	-	76	30	19	12	76	11	32	94

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Fargo-Moorhead, ND

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				J. L. Larson The Neurologic Associates									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.8	30.4	32.9	17.7	27.6	34.8	-	29.8	26.2	-	-	32.3	27.8	26.4	-	34.0	24.4	27.5	29.0	22.3
FIRST QUANTILE	21.5	18.5	22.5	13.5	15.5	34.5	-	18.5	19.5	-	-	21.5	19.5	22.5	-	26.5	20.5	23.5	22.5	17.5
MEDIAN	26.5	22.5	30.5	14.5	25.5	34.5	-	27.5	26.5	-	-	32.5	26.5	25.5	-	32.5	25.5	24.5	24.5	22.5
THIRD QUANTILE	31.5	42.0	32.5	21.5	32.5	38.0	-	35.5	26.5	-	-	45.0	32.5	28.5	-	42.0	27.5	29.5	32.5	25.5
NO. COMPANIES	21	5	3	8	9	13	-	6	3	-	-	11	15	6	-	8	8	6	11	6
NO. EMPLOYEES	23	6	4	8	9	14	-	8	3	-	-	53	34	9	-	13	49	20	12	13

Fort Dodge, IA

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				J. Reid Norrell Services, Inc.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	19.6	-	-	-	-	24.8	-	-	-	-	-	18.4	-	-	-	-	-	-	-	-
FIRST QUANTILE	13.0	-	-	-	-	16.5	-	-	-	-	-	14.5	-	-	-	-	-	-	-	-
MEDIAN	18.5	-	-	-	-	24.5	-	-	-	-	-	16.5	-	-	-	-	-	-	-	-
THIRD QUANTILE	21.5	-	-	-	-	28.5	-	-	-	-	-	18.5	-	-	-	-	-	-	-	-
NO. COMPANIES	5	-	-	-	-	4	-	-	-	-	-	3	-	-	-	-	-	-	-	-
NO. EMPLOYEES	5	-	-	-	-	4	-	-	-	-	-	8	-	-	-	-	-	-	-	-

Kansas City, MO

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				L. L. Quigley Kansas City Life Ins. Co.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.9	35.6	30.8	25.6	32.5	37.0	26.7	23.0	25.3	34.7	-	26.8	42.2	22.8	31.0	34.4	32.9	-	30.7	20.6
FIRST QUANTILE	30.5	30.5	27.5	17.5	28.5	29.5	23.5	14.5	17.5	27.5	-	20.5	38.0	13.5	25.5	22.5	34.5	-	24.5	16.5
MEDIAN	38.0	38.0	32.5	22.5	29.5	34.5	24.5	20.5	26.5	33.5	-	22.5	45.0	24.5	32.5	31.5	35.5	-	28.5	18.5
THIRD QUANTILE	40.0	40.0	34.5	26.5	38.0	45.0	31.5	24.5	29.5	42.0	-	38.0	45.0	24.5	33.5	42.0	35.5	-	36.5	26.5
NO. COMPANIES	12	7	5	7	4	9	6	5	6	6	-	5	2	3	6	3	3	-	8	11
NO. EMPLOYEES	19	7	6	9	6	10	6	5	6	6	-	21	5	3	15	11	54	-	10	28

Lincoln, NE

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				B. Hanrath Ovaltine Products, Inc.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	25.5	26.6	23.4	24.0	29.5	21.8	28.2	18.1	22.0	-	31.4	29.4	22.9	24.2	35.0	25.6	29.1	27.8	19.8
FIRST QUANTILE	26.5	17.5	23.5	16.5	22.5	21.5	18.5	24.5	14.5	19.5	-	22.5	19.5	18.5	20.5	31.5	21.5	26.5	22.5	16.5
MEDIAN	30.5	26.5	27.5	23.5	23.5	29.5	20.5	28.5	14.5	20.5	-	35.5	28.5	20.5	21.5	33.5	24.5	27.5	26.5	20.5
THIRD QUANTILE	33.5	28.5	28.5	27.5	27.5	35.5	25.5	29.5	23.5	22.5	-	35.5	36.5	29.5	27.5	38.0	30.5	32.5	34.5	22.5
NO. COMPANIES	24	7	9	14	11	27	10	11	6	4	-	8	13	12	9	10	13	13	21	16
NO. EMPLOYEES	38	7	9	15	11	28	10	12	6	4	-	25	15	14	11	12	174	41	22	26

Madison, WI

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				Ms. C. Hull Flad & Assoc. of Madison, Inc.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.0	-	-	24.8	33.8	36.9	30.9	33.0	19.3	-	-	26.8	41.4	23.1	25.0	-	-	-	28.9	25.3
FIRST QUANTILE	16.5	-	-	20.5	27.5	25.5	25.5	31.5	15.5	-	-	15.5	42.0	16.5	15.5	-	-	-	19.5	17.5
MEDIAN	24.5	-	-	20.5	27.5	40.0	28.5	32.5	18.5	-	-	18.5	45.0	22.5	27.5	-	-	-	29.5	26.5
THIRD QUANTILE	38.0	-	-	31.5	38.0	45.0	36.5	38.0	24.5	-	-	44.0	45.0	27.5	30.5	-	-	-	36.5	29.5
NO. COMPANIES	8	-	-	6	4	8	5	3	6	-	-	6	7	13	5	-	-	-	6	6
NO. EMPLOYEES	8	-	-	6	4	8	5	10	6	-	-	22	30	13	6	-	-	-	6	11

Mid Missouri

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY				Ms. C. Wood University of Missouri									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	25.1	-	15.3	-	-	-	-	27.3	-	-	-	-	-	19.3	-	22.8	-	23.7	17.8
FIRST QUANTILE	16.5	22.5	-	13.5	-	-	-	-	21.5	-	-	-	-	-	16.5	-	21.5	-	21.5	15.5
MEDIAN	27.5	23.5	-	14.5	-	-	-	-	26.5	-	-	-	-	-	17.5	-	23.5	-	24.5	17.5
THIRD QUANTILE	29.5	26.5	-	15.5	-	-	-	-	28.5	-	-	-	-	-	19.5	-	23.5	-	25.5	19.5
NO. COMPANIES	5	2	-	4	-	-	-	-	4	-	-	-	-	-	6	-	2	-	7	5
NO. EMPLOYEES	5	36	-	89	-	-	-	-	4	-	-	-	-	-	12	-	3	-	14	19

Milwaukee, WI

TOTAL ALL TYPES OF BUSINESS																Ms. B. Koutnik Olsten Temporary Svcs.				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.4	37.0	31.3	24.9	27.9	32.9	31.6	30.1	24.9	33.8	-	28.6	39.9	30.6	-	41.6	27.6	29.3	31.2	23.2
FIRST QUANTILE	25.5	30.5	26.5	17.5	22.5	27.5	18.5	27.5	19.5	29.5	-	17.5	36.5	25.5	-	35.5	24.5	24.5	26.5	19.5
MEDIAN	28.5	38.0	29.5	19.5	27.5	31.5	30.5	29.5	22.5	32.5	-	27.5	40.0	29.5	-	45.0	26.5	29.5	30.5	23.5
THIRD QUANTILE	34.5	42.0	34.5	31.5	31.5	40.0	35.5	31.5	27.5	36.5	-	38.0	45.0	34.5	-	45.0	28.5	33.5	35.5	26.5
NO. COMPANIES	32	13	15	19	20	22	20	17	9	13	-	10	23	21	-	13	17	16	25	22
NO. EMPLOYEES	38	15	16	20	24	27	27	27	10	14	-	88	65	21	-	24	312	149	30	82

Minneapolis-St. Paul, MN

TOTAL ALL TYPES OF BUSINESS																R. E. Donnelly Nash-Finch Co.				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	31.4	29.9	22.2	25.5	32.3	25.0	26.1	21.4	30.9	-	30.6	36.7	27.3	26.0	37.4	25.6	27.3	30.1	21.9
FIRST QUANTILE	27.5	23.5	24.5	17.5	20.5	26.5	20.5	20.5	17.5	28.5	-	26.5	30.5	21.5	22.5	32.5	22.5	22.5	25.5	17.5
MEDIAN	31.5	30.5	29.5	21.5	24.5	31.5	23.5	24.5	20.5	29.5	-	28.5	36.5	26.5	25.5	38.0	26.5	25.5	29.5	20.5
THIRD QUANTILE	36.5	38.0	33.5	26.5	29.5	38.0	28.5	29.5	22.5	31.5	-	36.5	44.0	31.5	28.5	44.0	28.5	32.5	33.5	24.5
NO. COMPANIES	79	21	25	34	51	72	26	31	15	16	-	27	52	42	38	38	43	33	66	50
NO. EMPLOYEES	106	26	28	34	57	80	29	41	15	20	-	116	112	46	55	54	285	90	73	146

Omaha, NE

TOTAL ALL TYPES OF BUSINESS																P. Bookmeyer Prime Meat Processors				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	34.4	30.2	18.7	26.2	34.6	29.0	22.7	21.8	25.3	-	35.9	34.5	23.1	21.3	32.6	23.6	28.6	27.1	21.6
FIRST QUANTILE	27.5	23.5	24.5	13.0	20.5	28.5	24.5	18.5	18.5	20.5	-	31.5	23.5	15.5	17.5	27.5	21.5	27.5	19.5	15.5
MEDIAN	28.5	30.5	30.5	16.5	25.5	36.5	25.5	21.5	22.5	25.5	-	35.5	34.5	22.5	18.5	28.5	24.5	29.5	27.5	22.5
THIRD QUANTILE	32.5	42.0	35.5	21.5	32.5	38.0	34.5	25.5	22.5	28.5	-	42.0	42.0	27.5	24.5	36.5	25.5	29.5	30.5	24.5
NO. COMPANIES	18	5	4	5	10	16	7	8	4	5	-	6	13	14	12	8	12	6	14	9
NO. EMPLOYEES	24	9	9	5	15	16	10	10	4	5	-	20	20	32	19	11	91	16	17	27

Quad Cities

TOTAL ALL TYPES OF BUSINESS																Ms. M. Ristau Deere & Co.				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.9	29.5	27.4	20.1	21.2	32.2	24.6	25.2	17.7	-	-	30.4	30.3	23.6	22.9	36.1	27.3	30.1	29.1	25.0
FIRST QUANTILE	23.5	26.5	25.5	13.0	20.5	28.5	15.5	14.5	13.0	-	-	19.5	25.5	19.5	15.5	32.5	24.5	26.5	23.5	20.5
MEDIAN	28.5	29.5	24.5	18.5	19.5	32.5	22.5	24.5	16.5	-	-	27.5	30.5	21.5	19.5	38.0	27.5	30.5	29.5	25.5
THIRD QUANTILE	33.5	34.5	32.5	20.5	23.5	38.0	28.5	24.5	19.5	-	-	45.0	36.5	24.5	26.5	44.0	30.5	31.5	32.5	28.5
NO. COMPANIES	28	8	6	16	15	19	5	12	5	-	-	11	18	13	7	12	19	12	16	11
NO. EMPLOYEES	29	8	6	16	15	19	5	13	5	-	-	20	27	15	8	14	64	21	18	18

St. Louis, MO

TOTAL ALL TYPES OF BUSINESS																Ms. L. Medlin ADT Security Systems				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	-	-	20.9	26.8	33.3	23.4	26.5	-	-	-	27.6	33.4	28.3	18.6	36.5	21.7	-	28.6	19.9
FIRST QUANTILE	23.5	-	-	15.5	24.5	26.5	19.5	16.5	-	-	-	18.5	27.5	20.5	14.5	27.5	19.5	-	21.5	17.5
MEDIAN	28.5	-	-	21.5	25.5	31.5	22.5	25.5	-	-	-	22.5	33.5	24.5	16.5	33.5	20.5	-	25.5	19.5
THIRD QUANTILE	33.5	-	-	22.5	29.5	44.0	30.5	35.5	-	-	-	29.5	40.0	36.5	19.5	40.0	22.5	-	31.5	24.5
NO. COMPANIES	15	-	-	9	8	11	6	11	-	-	-	5	10	15	8	4	4	-	10	9
NO. EMPLOYEES	16	-	-	9	9	12	6	13	-	-	-	12	24	21	11	4	38	-	10	10

Southeast Minnesota

TOTAL ALL TYPES OF BUSINESS																D. Jensen Weyerhaeuser Co.				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.0	-	-	17.7	28.6	22.8	22.3	-	-	-	-	34.9	-	-	36.8	26.8	27.3	24.5	18.2	-
FIRST QUANTILE	15.5	-	-	13.0	20.5	21.5	16.5	-	-	-	-	25.5	-	-	25.5	25.5	19.5	22.5	14.5	-
MEDIAN	25.5	-	-	16.5	28.5	22.5	17.5	-	-	-	-	35.5	-	-	40.0	27.5	29.5	25.5	19.5	-
THIRD QUANTILE	26.5	-	-	20.5	29.5	23.5	25.5	-	-	-	-	38.0	-	-	42.0	28.5	31.5	25.5	19.5	-
NO. COMPANIES	9	-	-	4	5	3	4	-	-	-	-	6	-	-	5	4	4	3	2	-
NO. EMPLOYEES	13	-	-	5	5	7	4	-	-	-	-	9	-	-	5	62	9	3	3	-

Southern Minnesota

TOTAL ALL TYPES OF BUSINESS																W. J. Stephenson The Johnson Company				
A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	-	26.2	-	26.0	21.1	-	-	-	-	25.8	33.6	28.1	-	28.1	21.6	23.8	-	20.0
FIRST QUANTILE	-	-	-	18.5	-	22.5	15.5	-	-	-	-	20.5	27.5	22.5	-	24.5	18.5	20.5	-	18.5
MEDIAN	-	-	-	26.5	-	24.5	17.5	-	-	-	-	25.5	30.0	26.5	-	25.5	19.5	23.5	-	20.5
THIRD QUANTILE	-	-	-	30.5	-	26.5	21.5	-	-	-	-	30.5	38.0	33.5	-	31.5	25.5	25.5	-	20.5
NO. COMPANIES	-	-	-	5	-	4	5	-	-	-	-	6	8	8	-	8	8	5	-	3
NO. EMPLOYEES	-	-	-	13	-	4	6	-	-	-	-	26	9	8	-	18	57	25	-	4

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Topeka, KS

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY															Didde Graphic Sys. Corp.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	28.8	-	-	21.3	36.0	21.4	28.6	-	32.4	-	34.3	33.1	28.7	21.9	-	22.4	23.8	-	29.8
FIRST QUANTILE	23.5	22.5	-	-	17.5	29.5	17.5	23.5	-	22.5	-	31.5	29.5	25.5	17.5	-	19.5	21.5	-	18.5
MEDIAN	30.5	30.5	-	-	19.5	35.5	19.5	25.5	-	29.5	-	35.5	32.5	29.5	21.5	-	23.5	22.5	-	26.5
THIRD QUANTILE	31.5	32.5	-	-	23.5	45.0	22.5	29.5	-	33.5	-	38.0	36.5	30.5	23.5	-	24.5	27.5	-	42.0
NO. COMPANIES	15	6	-	-	9	10	7	9	-	4	-	4	8	7	5	-	5	5	-	7
NO. EMPLOYEES	15	9	-	-	13	10	7	12	-	4	-	18	16	7	5	-	35	42	-	20

Wichita, KS

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY					Mr. H. Arnold Olsten Temp. Svs.								
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.3	-	-	20.0	24.4	34.0	24.5	29.1	-	-	-	28.1	39.3	23.3	23.4	36.2	25.0	24.4	28.2	22.4
FIRST QUANTILE	27.5	-	-	14.5	19.5	21.5	18.5	24.5	-	-	-	23.5	34.5	17.5	17.5	29.5	21.5	20.5	24.5	18.5
MEDIAN	31.5	-	-	16.5	23.5	35.5	26.5	25.5	-	-	-	28.5	36.5	22.5	22.5	31.5	24.5	20.5	26.5	24.5
THIRD QUANTILE	38.0	-	-	24.5	28.5	40.0	26.5	29.5	-	-	-	31.5	45.0	27.5	27.5	45.0	27.5	28.5	31.5	24.5
NO. COMPANIES	14	-	-	8	6	13	4	4	-	-	-	8	5	8	7	5	6	5	8	7
NO. EMPLOYEES	17	-	-	8	7	13	5	6	-	-	-	19	9	8	8	10	71	31	10	18

Atlanta, GA

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY										C. J. Cryslar, C.A.M. Gulf Ins. Group				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	39.9	37.3	-	22.3	31.4	31.6	-	39.2	-	25.5	-	35.5	38.6	30.8	17.7	-	16.0	-	31.4	17.3	
FIRST QUANTILE	33.5	33.5	-	14.5	25.5	21.5	-	38.0	-	17.5	-	32.5	33.5	22.5	15.5	-	13.0	-	24.5	13.0	
MEDIAN	45.0	40.0	-	15.5	29.5	32.5	-	42.0	-	28.5	-	34.5	38.0	29.5	17.5	-	13.5	-	31.5	16.5	
THIRD QUANTILE	45.0	45.0	-	28.5	34.5	40.0	-	42.0	-	28.5	-	38.0	45.0	34.5	18.5	-	16.5	-	35.5	19.5	
NO. COMPANIES	15	5	-	6	7	10	-	6	-	3	-	7	9	11	4	-	4	-	6	4	
NO. EMPLOYEES	46	11	-	6	7	10	-	51	-	3	-	45	28	12	7	-	26	-	6	8	

Baltimore, MD

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	JOB CATEGORY										Maryland Cup Corp.			
							G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	34.5	30.3	23.3	26.6	34.5	23.9	28.3	28.8	29.1	-	-	40.5	25.8	27.1	34.6	25.1	31.5	29.2	21.6
FIRST QUANTILE	27.5	29.5	22.5	19.5	22.5	25.5	18.5	21.5	19.5	20.5	-	-	34.5	19.5	22.5	28.5	24.5	26.5	25.5	19.5
MEDIAN	31.5	33.5	30.5	23.5	27.5	33.5	24.5	26.5	29.5	28.5	-	-	42.0	26.5	25.5	35.5	24.5	30.5	29.5	20.5
THIRD QUANTILE	34.5	44.0	34.5	26.5	28.5	42.0	28.5	31.5	32.5	33.5	-	-	45.0	28.5	29.5	38.0	26.5	35.5	31.5	25.5
NO. COMPANIES	17	10	12	15	11	24	10	8	4	8	-	-	10	11	8	11	13	11	18	12
NO. EMPLOYEES	23	10	13	15	11	25	11	9	4	8	-	-	14	12	8	25	205	37	22	29

Birmingham, AL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	J. Shaw Jefferson Cty. Teachers' C.U.													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	31.0	-	19.9	27.4	32.4	-	24.8	-	-	-	23.1	43.5	16.5	26.4	43.1	25.5	26.8	35.2	21.2
FIRST QUANTILE	25.5	27.5	-	13.5	16.5	27.5	-	18.5	-	-	-	18.5	40.0	13.5	19.5	35.5	19.5	19.5	30.5	15.5
MEDIAN	29.5	28.5	-	19.5	29.5	33.5	-	19.5	-	-	-	21.5	44.0	14.5	23.5	45.0	25.5	25.5	33.5	18.5
THIRD QUANTILE	32.5	38.0	-	20.5	29.5	35.5	-	26.5	-	-	-	26.5	45.0	16.5	30.5	45.0	29.5	36.5	40.0	25.5
NO. COMPANIES	12	6	-	7	8	11	-	6	-	-	-	5	3	5	8	5	7	6	11	9
NO. EMPLOYEES	13	6	-	7	9	13	-	6	-	-	-	21	4	19	8	5	78	23	12	29

Charlotte, NC

TOTAL ALL TYPES OF BUSINESS

	A						B						C						D						E						F						G						H						I						J						K						L						M						N						O						P						Q						R						S						T					
	A						B						C						D						E						F						G						H						I						J						K						L						M						N						O						P						Q						R						S						T					
AVERAGE	33.6	35.0	31.1	20.6	26.9	32.4	27.6	28.3	-	31.3	-	20.7	-	28.2	27.2	35.7	23.2	25.9	32.2	22.1																																																																																																				
FIRST QUANTILE	28.5	28.5	28.5	15.5	20.5	24.5	21.5	25.5	-	26.5	-	18.5	-	22.5	20.5	35.5	18.5	18.5	25.5	18.5																																																																																																				
MEDIAN	33.5	34.5	30.5	18.5	26.5	31.5	26.5	27.5	-	31.5	-	20.5	-	27.5	22.5	36.5	22.5	28.5	31.5	22.5																																																																																																				
THIRD QUANTILE	42.0	44.0	32.5	22.5	30.5	38.0	29.5	28.5	-	33.5	-	22.5	-	30.5	30.5	38.0	26.5	29.5	35.5	25.5																																																																																																				
NO. COMPANIES	19	14	9	13	8	24	12	7	-	8	-	9	-	10	12	7	10	8	17	14																																																																																																				
NO. EMPLOYEES	34	34	11	13	9	24	13	16	-	8	-	290	-	11	12	8	48	17	20	53																																																																																																				

Chattanooga, TN

TOTAL ALL TYPES OF BUSINESS										Tennessee Valley Authority										N. Dickerson	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	35.5	32.4	31.2	22.8	30.7	32.5	28.2	26.4	29.0	32.4	-	-	-	31.4	28.2	36.4	27.4	29.0	32.3	21.2	
FIRST QUARTILE	30.5	27.5	22.5	15.5	20.5	23.5	21.5	22.5	18.5	26.5	-	-	-	23.5	19.5	32.5	21.5	18.5	25.5	17.5	
MEDIAN	35.5	31.5	31.5	19.5	28.5	36.5	25.5	27.5	23.5	33.5	-	-	-	30.5	26.5	34.5	28.5	30.5	29.5	20.5	
THIRD QUARTILE	42.0	35.5	35.5	28.5	40.0	40.0	38.0	28.5	40.0	34.5	-	-	-	33.5	30.5	45.0	31.5	36.5	35.5	25.5	
NO. COMPANIES	17	7	8	10	9	18	9	7	6	7	-	-	-	7	9	7	13	9	15	11	
NO. EMPLOYEES	32	13	6	10	9	18	10	17	6	7	-	-	-	8	9	14	382	112	15	25	

Columbia, SC

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY										G. C. Bailey, Jr.	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	31.0	-	30.3	23.6	28.8	36.0	25.7	19.5	-	-	-	20.7	28.0	24.5	22.5	-	25.0	28.2	31.8	18.8	
FIRST QUANTILE	25.5	-	23.5	14.5	19.5	29.5	20.5	14.5	-	-	-	18.5	22.5	18.5	20.5	-	21.5	24.5	26.5	16.5	
MEDIAN	29.5	-	30.5	15.5	26.5	38.0	23.5	15.5	-	-	-	20.5	25.5	25.5	22.5	-	24.5	28.5	30.5	18.5	
THIRD QUANTILE	35.5	-	33.5	30.5	38.0	42.0	35.5	19.5	-	-	-	22.5	32.5	27.5	26.5	-	28.5	30.5	34.5	20.5	
NO. COMPANIES	11	-	5	8	6	11	6	4	-	-	-	4	5	5	6	-	5	7	8	8	
NO. EMPLOYEES	13	-	5	8	7	11	6	6	-	-	-	110	15	5	6	-	75	19	9	23	

Dallas, TX

TOTAL ALL TYPES OF BUSINESS													Republic National Life Ins. Co.								M. Stewart	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T		
AVERAGE	32.4	34.9	32.0	23.7	31.0	35.0	32.5	25.8	24.0	34.6	36.5	28.6	35.3	30.2	26.8	35.8	23.5	26.5	28.8	21.7		
FIRST QUARTILE	27.5	27.5	26.5	18.5	26.5	27.5	24.5	19.5	19.5	29.5	36.5	19.5	28.5	21.5	19.5	34.5	21.5	23.5	22.5	18.5		
MEDIAN	31.5	34.5	28.5	21.5	30.5	32.5	30.5	26.5	22.5	31.5	36.5	29.5	34.5	29.5	26.5	36.5	22.5	26.5	26.5	22.5		
THIRD QUARTILE	36.5	38.0	34.5	28.5	31.5	45.0	42.0	31.5	29.5	36.5	45.0	38.0	40.0	35.5	33.5	38.0	25.5	29.5	33.5	24.5		
NO. COMPANIES	21	7	7	17	7	24	10	14	11	6	4	9	12	24	10	8	9	7	15	10		
NO. EMPLOYEES	29	8	8	17	7	24	10	33	12	6	6	81	36	29	15	11	200	155	18	31		

East Tennessee

TOTAL ALL TYPES OF BUSINESS													Tri-City Travel Serv.								Mrs. J. Gibson	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	-	-	33.0	-	-	33.5	-	-	-	-	-	36.8	-	20.9	31.5	21.7	-	32.1	20.8			
FIRST QUARTILE	-	-	25.5	-	-	23.5	-	-	-	-	-	33.5	-	19.5	28.5	18.5	-	21.5	15.5			
MEDIAN	-	-	33.5	-	-	29.5	-	-	-	-	-	38.0	-	21.5	31.5	20.5	-	28.5	22.5			
THIRD QUARTILE	-	-	33.5	-	-	44.0	-	-	-	-	-	40.0	-	22.5	33.5	26.5	-	34.5	22.5			
NO. COMPANIES	-	-	3	-	-	5	-	-	-	-	-	4	-	3	2	5	-	4	2			
NO. EMPLOYEES	-	-	3	-	-	5	-	-	-	-	-	6	-	7	12	110	-	4	3			

Fort Worth, TX

TOTAL ALL TYPES OF BUSINESS											Total Asset Protection, Inc.													
	A	B	C	D	E	F	JOB CATEGORY				G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.9	35.9	-	22.0	31.1	33.3	-	26.2	23.8	29.9	-	31.0	37.1	39.4	25.8	31.9	28.4	33.7	31.8	20.2				
FIRST QUANTILE	25.5	29.5	-	16.5	22.5	27.5	-	17.5	13.5	22.5	-	21.5	29.5	33.5	18.5	23.5	23.5	30.5	22.5	15.5				
MEDIAN	32.5	35.5	-	20.5	25.5	32.5	-	26.5	22.5	22.5	-	30.5	42.0	35.5	24.5	30.5	27.5	36.5	33.5	17.5				
THIRD QUANTILE	42.0	42.0	-	25.5	38.0	44.0	-	31.5	24.5	36.5	-	40.0	45.0	45.0	30.5	38.0	32.5	38.0	42.0	24.5				
NO. COMPANIES	22	11	-	14	9	21	-	8	4	6	-	9	9	6	8	8	9	8	15	12				
NO. EMPLOYEES	25	19	-	14	10	21	-	8	4	6	-	14	9	6	12	12	81	44	15	39				

Greater Orlando, FL

TOTAL ALL TYPES OF BUSINESS										Red Lobster Inns of Amer.										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.6	33.0	30.7	25.7	26.5	32.6	32.3	35.4	21.7	30.3	-	38.8	39.5	31.1	23.9	-	25.3	28.2	31.8	21.2
FIRST QUARTILE	31.5	27.5	23.5	19.5	24.5	29.5	22.5	17.5	19.5	21.5	-	35.5	35.5	27.5	21.5	-	19.5	20.5	27.5	18.5
MEDIAN	34.5	31.5	25.5	23.5	27.5	34.5	32.5	44.0	19.5	30.5	-	36.5	40.0	28.5	23.5	-	26.5	30.5	31.5	21.5
THIRD QUARTILE	36.5	38.0	38.0	29.5	27.5	38.0	32.5	44.0	22.5	38.0	-	45.0	45.0	40.0	25.5	-	28.5	32.5	35.5	23.5
NO. COMPANIES	9	6	6	7	3	14	3	5	4	5	-	5	8	10	8	-	5	7	13	13
NO. EMPLOYEES	9	6	6	7	3	14	3	9	6	5	-	10	16	10	17	-	25	15	16	44

Greensboro, NC

TOTAL ALL TYPES OF BUSINESS													Iowa National Mutual Ins. Co.								R. G. Penrose	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T		
AVERAGE	-	30.6	-	18.1	-	31.9	26.8	20.0	-	-	-	21.7	-	-	17.2	-	22.6	-	26.5	25.5		
FIRST QUANTILE	-	26.5	-	13.5	-	27.5	24.5	15.5	-	-	-	16.5	-	-	13.5	-	19.5	-	18.5	17.5		
MEDIAN	-	31.5	-	16.5	-	31.5	27.5	18.5	-	-	-	17.5	-	-	16.5	-	22.5	-	26.5	27.5		
THIRD QUANTILE	-	35.5	-	19.5	-	36.5	27.5	20.5	-	-	-	27.5	-	-	17.5	-	24.5	-	26.5	31.5		
NO. COMPANIES	-	6	-	9	-	7	3	5	-	-	-	2	-	-	4	-	4	-	3	6		
NO. EMPLOYEES	-	8	-	9	-	7	3	7	-	-	-	14	-	-	9	-	26	-	3	24		

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Greenville, SC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.8	-	-	14.8	-	29.1	18.6	-	19.2	-	-	-	32.5	25.8	-	39.5	20.2	22.8	35.5	-
FIRST QUANTILE	19.5	-	-	13.0	-	20.5	15.5	-	14.5	-	-	-	21.5	17.5	-	29.5	18.5	20.5	26.5	-
MEDIAN	26.5	-	-	14.5	-	28.5	17.5	-	20.5	-	-	-	28.5	24.5	-	44.0	20.5	22.5	33.5	-
THIRD QUANTILE	28.5	-	-	15.5	-	36.5	20.5	-	20.5	-	-	-	40.0	24.5	-	44.0	21.5	24.5	40.0	-
NO. COMPANIES	4	-	-	4	-	6	5	-	2	-	-	-	4	3	-	3	3	3	3	-
NO. EMPLOYEES	4	-	-	5	-	6	6	-	3	-	-	-	5	3	-	3	14	14	4	-

J. Linville
Southern Weaving Co.

Hampton Roads, NC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.4	-	18.5	17.4	19.3	28.5	27.4	-	-	-	-	22.0	32.9	21.3	20.4	32.4	20.4	-	24.6	19.5
FIRST QUANTILE	20.5	-	14.5	14.5	15.5	13.5	19.5	-	-	-	-	18.5	25.5	13.5	18.5	22.5	17.5	-	16.5	15.5
MEDIAN	26.5	-	14.5	16.5	17.5	29.5	29.5	-	-	-	-	21.5	32.5	20.5	19.5	32.5	20.5	-	24.5	18.5
THIRD QUANTILE	36.5	-	20.5	20.5	20.5	35.5	33.5	-	-	-	-	25.5	40.0	23.5	21.5	38.3	23.5	-	31.5	22.5
NO. COMPANIES	13	-	4	10	8	13	6	-	-	-	-	5	7	8	9	4	11	-	9	11
NO. EMPLOYEES	13	-	4	10	8	13	11	-	-	-	-	73	11	9	12	8	118	-	9	16

Ms. E. G. Bailey
Norfolk Public Schools

Houston, TX

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.9	43.5	34.5	27.6	38.7	40.9	35.5	28.7	30.8	39.2	-	-	43.3	36.1	-	41.3	32.5	37.2	38.6	26.7
FIRST QUANTILE	35.5	42.0	23.5	23.5	31.5	42.0	28.5	15.5	25.5	30.5	-	-	44.0	26.5	-	27.5	29.5	33.5	29.5	23.5
MEDIAN	40.0	42.0	31.5	26.5	40.0	45.0	32.5	30.5	27.5	38.0	-	-	45.0	36.5	-	45.0	31.5	38.0	44.0	27.5
THIRD QUANTILE	42.0	45.0	38.0	31.5	42.0	45.0	40.0	30.5	33.5	45.0	-	-	45.0	42.0	-	45.0	35.5	40.0	45.0	29.5
NO. COMPANIES	9	3	4	8	2	11	7	3	5	8	-	-	4	8	-	5	5	4	7	8
NO. EMPLOYEES	30	4	4	9	5	11	8	3	6	8	-	-	6	8	-	5	115	21	9	16

M. C. Huber
Eastman Whipstock, Inc.

Jacksonville, FL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.2	24.8	25.0	19.4	25.5	31.8	20.9	19.8	-	-	-	29.8	34.7	30.4	25.8	34.6	27.5	28.9	29.7	19.6
FIRST QUANTILE	16.5	15.5	20.5	13.5	20.5	27.5	16.5	13.0	-	-	-	20.5	30.5	23.5	17.5	25.5	21.5	22.5	23.5	13.0
MEDIAN	26.5	22.5	23.5	18.5	26.5	31.5	18.5	17.5	-	-	-	28.5	36.5	27.5	23.5	34.5	29.5	25.5	32.5	20.5
THIRD QUANTILE	35.5	26.5	28.5	23.5	28.5	32.5	22.5	26.5	-	-	-	42.0	42.0	35.5	30.5	38.0	31.5	38.0	35.5	26.5
NO. COMPANIES	12	4	5	7	8	14	6	7	-	-	-	6	10	6	9	6	9	5	12	8
NO. EMPLOYEES	13	4	6	7	9	14	7	13	-	-	-	50	15	6	10	9	128	26	15	14

Ms. M. G. Peters
Stockton, Whatley, Davin & Co.

Lexington, KY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	-	-	-	-	24.4	-	-	-	-	-	-	-	-	-	-	21.1	-	27.0	-
FIRST QUANTILE	20.5	-	-	-	-	13.5	-	-	-	-	-	-	-	-	-	-	17.5	-	19.5	-
MEDIAN	25.5	-	-	-	-	25.5	-	-	-	-	-	-	-	-	-	-	17.5	-	21.5	-
THIRD QUANTILE	42.0	-	-	-	-	30.5	-	-	-	-	-	-	-	-	-	-	24.5	-	30.5	-
NO. COMPANIES	5	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	2	-	4	-
NO. EMPLOYEES	5	-	-	-	-	7	-	-	-	-	-	-	-	-	-	-	7	-	4	-

Ms. S. McHenry
Alexander Grant & Co.

Little Rock, AR

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.1	-	-	-	-	35.3	-	-	-	-	-	20.3	-	-	-	-	-	-	-	-
FIRST QUANTILE	27.5	-	-	-	-	27.5	-	-	-	-	-	16.5	-	-	-	-	-	-	-	-
MEDIAN	31.5	-	-	-	-	30.5	-	-	-	-	-	20.5	-	-	-	-	-	-	-	-
THIRD QUANTILE	33.5	-	-	-	-	45.0	-	-	-	-	-	21.5	-	-	-	-	-	-	-	-
NO. COMPANIES	6	-	-	-	-	6	-	-	-	-	-	4	-	-	-	-	-	-	-	-
NO. EMPLOYEES	6	-	-	-	-	6	-	-	-	-	-	31	-	-	-	-	-	-	-	-

Ms. R. Fleming
RHF Polygraph, Inc.

Nashville, TN

TOTAL ALL TYPES OF BUSINESS																	M. J. Fay Financial Inst. Svcs., Inc.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.9	34.4	28.3	21.1	29.6	40.1	28.0	30.2	-	25.5	-	25.5	-	30.0	23.4	31.0	24.8	17.4	32.3	-	-
FIRST QUANTILE	30.5	30.5	19.5	16.5	23.5	38.0	26.5	23.5	-	23.5	-	18.5	-	27.5	19.5	27.5	23.5	14.5	27.5	-	-
MEDIAN	30.5	32.5	21.5	20.5	26.5	42.0	27.5	29.5	-	24.5	-	21.5	-	28.5	21.5	27.5	25.5	17.5	31.5	-	-
THIRD QUANTILE	36.5	34.5	35.5	22.5	30.5	45.0	30.5	38.0	-	26.5	-	30.5	-	30.5	26.5	38.0	26.5	17.5	36.5	-	-
NO. COMPANIES	8	7	6	7	8	9	8	5	-	5	-	2	-	4	5	4	3	2	7	-	-
NO. EMPLOYEES	8	7	6	7	8	9	8	6	-	6	-	25	-	4	7	6	24	34	7	-	-

Oklahoma City, OK

TOTAL ALL TYPES OF BUSINESS																	Mrs. J. Mercer Genie Personnel Service				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	29.3	26.2	22.8	23.6	35.3	27.8	26.8	-	29.8	-	23.0	38.5	25.0	21.8	36.5	24.1	27.5	29.8	23.7	-
FIRST QUANTILE	24.5	21.5	14.5	18.5	15.5	24.5	19.5	19.5	-	16.5	-	23.5	30.5	18.5	14.5	27.5	21.5	20.5	25.5	20.5	-
MEDIAN	25.5	29.5	25.5	22.5	25.5	33.5	27.5	24.5	-	22.5	-	23.5	40.0	22.5	20.5	33.5	25.5	22.5	25.5	21.5	-
THIRD QUANTILE	32.5	32.5	27.5	25.5	25.5	44.0	32.5	31.5	-	38.0	-	23.5	44.0	25.5	25.5	40.0	26.5	32.5	35.5	27.5	-
NO. COMPANIES	9	4	5	6	7	11	5	7	-	4	-	4	3	7	4	4	3	3	9	6	-
NO. EMPLOYEES	11	6	5	6	7	12	5	8	-	4	-	43	6	7	4	4	21	12	9	6	-

Research Triangle, NC

TOTAL ALL TYPES OF BUSINESS																	E. Corbitt Action Plus Inc.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.1	32.0	27.8	22.0	24.6	28.5	24.1	21.6	24.0	28.8	-	23.5	34.8	23.9	-	31.1	21.0	22.3	-	19.5	-
FIRST QUANTILE	31.5	29.5	19.5	15.5	19.5	23.5	23.5	15.5	13.5	22.5	-	19.5	29.5	15.5	-	23.5	16.5	18.5	-	17.5	-
MEDIAN	36.5	31.5	26.5	17.5	25.5	25.5	24.5	18.5	24.5	29.5	-	20.5	33.5	18.5	-	24.5	20.5	22.5	-	19.5	-
THIRD QUANTILE	40.0	34.5	33.5	31.5	29.5	35.5	25.5	24.5	25.5	29.5	-	24.5	42.0	25.5	-	36.5	23.5	23.5	-	20.5	-
NO. COMPANIES	23	7	7	10	7	21	8	10	7	3	-	4	10	11	-	7	9	5	-	10	-
NO. EMPLOYEES	68	18	10	26	8	30	18	12	7	3	-	13	19	19	-	16	102	21	-	43	-

Richmond, VA

TOTAL ALL TYPES OF BUSINESS																	Ms. C. R. Hance Teamsters Joint Council				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	33.8	-	22.8	24.9	33.5	23.9	28.0	22.5	30.4	-	22.3	36.9	27.2	-	39.2	26.0	31.7	31.3	23.0	-
FIRST QUANTILE	23.5	28.5	-	15.5	18.5	23.5	19.5	22.5	15.5	23.5	-	15.5	31.5	21.5	-	29.5	24.5	29.5	20.5	18.5	-
MEDIAN	29.5	33.5	-	19.5	23.5	34.5	22.5	23.5	22.5	28.5	-	16.5	35.5	24.5	-	45.0	25.5	32.5	30.5	20.5	-
THIRD QUANTILE	35.5	38.0	-	28.5	28.5	42.0	24.5	32.5	26.5	33.5	-	23.5	44.0	31.5	-	45.0	29.5	33.5	40.0	30.5	-
NO. COMPANIES	18	11	-	11	5	17	10	6	14	6	-	9	10	23	-	8	6	5	13	7	-
NO. EMPLOYEES	19	19	-	14	5	18	11	7	15	6	-	95	14	29	-	15	65	33	18	23	-

Roanoke, VA

TOTAL ALL TYPES OF BUSINESS																	Mrs. E. M. Spangler Shenandoah Life Ins. Co.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.4	-	-	19.9	-	31.0	-	22.7	24.0	-	-	21.4	32.1	-	21.3	30.4	20.9	25.3	25.2	24.5	-
FIRST QUANTILE	23.5	-	-	13.0	-	24.5	-	16.5	16.5	-	-	15.5	26.5	-	16.5	23.5	17.5	20.5	17.5	20.5	-
MEDIAN	26.5	-	-	16.5	-	30.5	-	23.5	16.5	-	-	19.5	30.5	-	19.5	26.5	21.5	25.5	22.5	23.5	-
THIRD QUANTILE	28.5	-	-	20.5	-	35.5	-	24.5	31.5	-	-	23.5	35.5	-	22.5	38.0	23.5	28.5	27.5	27.5	-
NO. COMPANIES	8	-	-	8	-	13	-	4	3	-	-	4	6	-	4	4	7	5	7	3	-
NO. EMPLOYEES	8	-	-	8	-	14	-	5	4	-	-	17	19	-	4	10	47	15	8	8	-

Sabine Neches, TX

TOTAL ALL TYPES OF BUSINESS																	J. J. Delahoussaye Gulf States Utility Co.				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.9	-	33.6	29.4	-	38.9	27.0	-	-	-	-	-	-	-	-	37.1	42.6	34.8	41.1	34.8	27.7
FIRST QUANTILE	28.5	-	28.5	20.5	-	29.5	13.0	-	-	-	-	-	-	-	-	32.5	45.0	32.5	40.0	29.5	21.5
MEDIAN	40.0	-	33.5	29.5	-	44.0	22.5	-	-	-	-	-	-	-	-	34.5	45.0	35.5	45.0	35.5	25.5
THIRD QUANTILE	44.0	-	35.5	38.0	-	45.0	27.5	-	-	-	-	-	-	-	-	45.0	45.0	38.0	45.0	45.0	31.5
NO. COMPANIES	6	-	5	5	-	8	4	-	-	-	-	-	-	-	-	5	6	8	9	9	8
NO. EMPLOYEES	7	-	5	6	-	8	4	-	-	-	-	-	-	-	-	6	10	295	111	9	19

San Antonio, TX

TOTAL ALL TYPES OF BUSINESS																	M. Garvin AMS San Antonio Chapter				
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9	-	-	22.9	-	33.0	27.4	23.3	-	32.0	-	23.3	-	-	-	-	24.5	32.9	31.9	26.1	-
FIRST QUANTILE	27.5	-	-	13.0	-	28.5	15.5	16.5	-	15.5	-	19.5	-	-	-	-	21.5	32.5	20.5	14.5	-
MEDIAN	33.5	-	-	17.5	-	28.5	16.5	20.5	-	35.5	-	27.5	-	-	-	-	21.5	33.5	26.5	27.5	-
THIRD QUANTILE	36.5	-	-	27.5	-	45.0	32.5	27.5	-	35.5	-	27.5	-	-	-	-	28.5	33.5	36.5	30.5	-
NO. COMPANIES	6	-	-	5	-	6	4	3	-	3	-	2	-	-	-	-	2	3	4	3	-
NO. EMPLOYEES	7	-	-	5	-	6	4	7	-	3	-	19	-	-	-	-	12	35	4	5	-

ACCOUNTING MANAGER	AUDITING MANAGER	CUST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Spartanburg, SC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.8	-	-	-	26.0	23.2	-	26.5	-	-	-	-	-	-	20.5	39.2	-	-	-	17.4
FIRST QUANTILE	20.5	-	-	-	19.5	20.5	-	22.5	-	-	-	-	-	-	18.5	35.5	-	-	-	13.5
MEDIAN	22.5	-	-	-	20.5	23.5	-	28.5	-	-	-	-	-	-	20.5	40.0	-	-	-	15.5
THIRD QUANTILE	27.5	-	-	-	30.5	25.5	-	30.5	-	-	-	-	-	-	21.5	44.0	-	-	-	17.5
NO. COMPANIES	6	-	-	-	4	6	-	4	-	-	-	-	-	-	6	5	-	-	-	5
NO. EMPLOYEES	6	-	-	-	4	11	-	6	-	-	-	-	-	-	14	15	-	-	-	10

M. Leverette

Spartan Petro. Co. Inc.

Tulsa, OK

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	33.5	30.9	25.4	26.9	40.0	32.0	28.8	27.4	32.7	-	29.2	39.0	31.5	-	38.3	25.9	30.1	34.1	23.5
FIRST QUANTILE	27.5	28.5	23.5	19.5	22.5	38.0	26.5	19.5	25.5	28.5	-	27.5	32.5	28.5	-	26.5	23.5	23.5	29.5	19.5
MEDIAN	35.5	30.5	31.5	21.5	26.5	44.0	31.5	27.5	28.5	32.5	-	29.5	40.0	28.5	-	42.0	25.5	28.5	35.5	22.5
THIRD QUANTILE	40.0	36.5	35.5	29.5	27.5	45.0	38.0	31.5	28.5	33.5	-	31.5	45.0	36.5	-	45.0	27.5	33.5	36.5	27.5
NO. COMPANIES	19	7	8	10	10	14	10	7	7	7	-	8	9	12	-	9	12	8	14	17
NO. EMPLOYEES	23	13	8	10	11	14	10	12	15	7	-	110	25	12	-	13	134	29	15	43

Ms. R. Jacobs

Public Service Co. of Ok.

Washington, DC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	-	-	27.3	23.7	32.9	-	25.4	26.6	-	-	-	38.6	28.0	19.9	-	25.9	-	25.6	19.8
FIRST QUANTILE	23.5	-	-	22.5	16.5	27.5	-	20.5	22.5	-	-	-	32.5	20.5	14.5	-	19.5	-	20.5	17.5
MEDIAN	29.5	-	-	23.5	24.5	32.5	-	25.5	25.5	-	-	-	40.0	25.5	18.5	-	24.5	-	24.5	18.5
THIRD QUANTILE	38.0	-	-	29.5	28.5	36.5	-	27.5	27.5	-	-	-	45.0	34.5	21.5	-	27.5	-	29.5	20.5
NO. COMPANIES	22	-	-	8	5	15	-	6	10	-	-	-	8	17	9	-	3	-	11	8
NO. EMPLOYEES	24	-	-	8	6	15	-	7	10	-	-	-	19	17	11	-	6	-	13	11

Ms. C. McGowan

Fox & Co.

Winston-Salem, NC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	-	-	-	23.5	31.3	27.3	-	-	-	-	28.6	37.6	-	18.6	31.5	24.5	23.2	29.8	20.5
FIRST QUANTILE	30.5	-	-	-	16.5	23.5	15.5	-	-	-	-	20.5	33.5	-	15.5	26.5	20.5	21.5	24.5	16.5
MEDIAN	30.5	-	-	-	24.5	30.5	28.5	-	-	-	-	27.5	40.0	-	18.5	29.5	23.5	23.5	26.5	21.5
THIRD QUANTILE	33.5	-	-	-	25.5	35.5	28.5	-	-	-	-	38.0	45.0	-	19.5	34.5	27.5	24.5	35.5	21.5
NO. COMPANIES	11	-	-	-	5	9	3	-	-	-	-	6	8	-	4	5	7	3	10	6
NO. EMPLOYEES	17	-	-	-	5	9	5	-	-	-	-	37	15	-	7	20	92	21	10	13

Ms. C. V. Mattern

R. J. Reynolds Tobacco Co.

Bakersfield, CA

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.0	-	25.4	22.3	20.8	31.8	29.8	32.4	-	-	-	33.7	36.5	36.4	26.6	32.7	26.4	28.9	29.8	23.0
FIRST QUANTILE	21.5	-	21.5	16.5	18.5	23.5	21.5	28.5	-	-	-	29.5	30.5	16.5	21.5	29.5	22.5	21.5	19.5	19.5
MEDIAN	26.5	-	26.5	21.5	15.5	24.5	27.5	32.5	-	-	-	32.5	39.5	42.0	27.5	30.5	29.5	25.5	30.5	23.5
THIRD QUANTILE	40.0	-	26.5	27.5	25.5	45.0	32.5	36.5	-	-	-	36.5	44.0	42.0	31.5	34.5	29.5	38.0	34.5	25.5
NO. COMPANIES	13	-	3	5	4	6	3	5	-	-	-	6	9	4	7	5	8	5	6	8
NO. EMPLOYEES	13	-	7	5	4	6	8	8	-	-	-	23	23	4	13	10	178	33	8	18

H. E. Wygant

Morris Plan

Boise, ID

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.7	32.9	-	-	21.3	-	29.9	-	19.5	-	-	35.6	-	-	27.6	-	-	-	30.4	22.2
FIRST QUANTILE	20.5	29.5	-	-	17.5	-	21.5	-	16.5	-	-	31.5	-	-	22.5	-	-	-	22.5	17.5
MEDIAN	23.5	33.5	-	-	21.5	-	26.5	-	20.5	-	-	33.5	-	-	29.5	-	-	-	26.5	19.5
THIRD QUANTILE	26.5	34.5	-	-	22.5	-	33.5	-	20.5	-	-	40.0	-	-	30.5	-	-	-	33.5	29.5
NO. COMPANIES	6	4	-	-	4	-	4	-	3	-	-	4	-	-	5	-	-	-	5	5
NO. EMPLOYEES	6	9	-	-	4	-	4	-	3	-	-	78	-	-	7	-	-	-	5	6

Ms. V. K. Sipp

J. R. Simplot Co.

Colorado Springs, CO

TOTAL ALL TYPES OF BUSINESS													Ms. C. L. Shaffer Accel Temporaries											
	A	B	C	D	E	F	JOB CATEGORY				J	K	L	M	N	O	P	Q	R	S	T			
							G	H	I															
AVERAGE	34.0	35.5	25.2	-	-	29.4	29.5	23.4	31.6	30.3	-	32.8	29.8	29.1	23.2	31.9	19.6	22.1	25.3	20.2				
FIRST QUARTILE	28.5	25.5	16.5	-	-	20.5	22.5	19.5	20.5	16.5	-	21.5	13.5	24.5	14.5	22.5	15.5	15.5	16.5	17.5				
MEDIAN	33.5	36.5	26.5	-	-	26.5	32.5	21.5	28.5	36.5	-	21.5	31.5	28.5	23.5	32.5	19.5	22.5	26.5	20.5				
THIRD QUARTILE	40.0	40.0	26.5	-	-	38.0	32.5	30.5	32.5	36.5	-	45.0	33.5	33.5	25.5	40.0	22.5	27.5	31.5	21.5				
NO. COMPANIES	12	4	3	-	-	18	3	6	4	3	-	7	6	8	11	10	10	4	14	11				
NO. EMPLOYEES	19	4	3	-	-	18	3	14	4	3	-	8	9	43	13	12	39	10	16	18				

Denver, CO

TOTAL ALL TYPES OF BUSINESS													Dr. Donald Hoggan University of Wyoming											
	A	B	C	D	E	F	JOB CATEGORY				J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	27.0	-	-	-	-	33.1	-	-	-	-	-	-	-	-	27.2	-	-	-	-	25.8	19.5			
FIRST QUARTILE	13.0	-	-	-	-	16.5	-	-	-	-	-	-	-	-	21.5	-	-	-	-	22.5	16.5			
MEDIAN	24.5	-	-	-	-	36.5	-	-	-	-	-	-	-	-	29.5	-	-	-	-	26.5	19.5			
THIRD QUARTILE	38.0	-	-	-	-	38.0	-	-	-	-	-	-	-	-	29.5	-	-	-	-	26.5	21.5			
NO. COMPANIES	5	-	-	-	-	5	-	-	-	-	-	-	-	-	3	-	-	-	-	3	2			
NO. EMPLOYEES	6	-	-	-	-	5	-	-	-	-	-	-	-	-	3	-	-	-	-	3	5			

El Paso, TX

TOTAL ALL TYPES OF BUSINESS										Kelly Services											
	A	B	C	D	E	F	JOB CATEGORY			J	K	L	M	N	O	P	Q	R	S	T	
	G	H	I																		
AVERAGE	32.9	26.9	23.5	20.9	25.9	30.2	24.2	30.6	23.3	-	-	26.9	39.9	26.8	20.2	37.6	28.1	27.1	26.4	21.3	
FIRST QUARTILE	25.5	22.5	19.5	16.5	18.5	23.5	15.5	18.5	14.5	-	-	23.5	31.5	16.5	13.5	35.5	18.5	21.5	21.5	18.5	
MEDIAN	34.5	24.5	23.5	18.5	21.5	28.5	19.5	31.5	25.5	-	-	25.5	42.0	28.5	19.5	40.0	31.5	30.5	27.5	20.5	
THIRD QUARTILE	40.0	35.5	25.5	25.5	30.5	35.5	32.5	40.0	25.5	-	-	28.5	45.0	34.5	22.5	40.0	35.5	31.5	31.5	23.5	
NO. COMPANIES	20	6	7	12	11	19	8	12	5	-	-	6	8	9	11	11	11	6	14	10	
NO. EMPLOYEES	20	6	7	12	12	19	9	17	5	-	-	18	9	9	13	28	233	19	14	23	

Eugene, OR

TOTAL ALL TYPES OF BUSINESS										Ms. R. Edwards Eugene Water & Elect. Board										
	A	B	C	D	E	F	JOB CATEGORY			J	K	L	M	N	O	P	Q	R	S	T
	G	H	I																	
AVERAGE	25.3	28.3	23.3	16.8	20.9	33.1	23.3	23.2	24.6	-	-	33.7	28.5	22.2	24.0	33.8	26.9	24.4	26.8	19.0
FIRST QUARTILE	17.5	22.5	14.5	13.5	13.5	25.5	13.0	18.5	16.5	-	-	27.5	15.5	19.5	19.5	27.5	24.5	13.0	16.5	16.5
MEDIAN	23.5	27.5	18.5	15.5	18.5	35.5	23.5	22.5	17.5	-	-	35.5	25.5	20.5	23.5	34.5	26.5	22.5	24.5	16.5
THIRD QUARTILE	33.5	29.5	23.5	17.5	22.5	38.0	23.5	27.5	26.5	-	-	38.0	36.5	25.5	27.5	36.5	29.5	28.5	32.5	21.5
NO. COMPANIES	16	4	4	11	8	10	3	5	4	-	-	7	12	6	6	7	9	3	11	9
NO. EMPLOYEES	17	4	4	11	8	10	3	6	4	-	-	7	16	6	6	13	29	4	11	12

Los Angeles, CA

TOTAL ALL TYPES OF BUSINESS											Automobile Club of So. Calif.										
	A	B	C	D	E	F	JOB CATEGORY				J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.4	39.9	36.4	28.9	31.3	39.5	31.6	36.3	23.6	37.9	-	39.0	39.7	30.5	28.2	40.5	25.8	35.0	33.9	23.5	
FIRST QUARTILE	31.5	38.5	29.5	22.5	29.5	38.0	25.5	31.5	19.5	33.5	-	33.5	34.5	19.5	22.5	34.5	24.5	32.5	28.5	21.5	
MEDIAN	34.5	42.0	34.5	27.5	30.5	40.0	32.5	35.5	21.5	36.5	-	44.0	42.0	30.5	26.5	42.0	25.5	34.5	33.5	23.5	
THIRD QUARTILE	40.0	42.0	44.0	32.5	36.5	45.0	36.5	38.0	26.5	42.0	-	45.0	45.0	38.0	30.5	42.0	26.5	38.0	36.5	26.5	
NO. COMPANIES	20	9	10	17	9	18	13	8	10	9	-	13	10	16	11	3	6	2	19	19	
NO. EMPLOYEES	24	11	12	21	10	18	13	12	22	9	-	145	18	17	16	3	43	33	23	72	

Modesto, CA

TOTAL ALL TYPES OF BUSINESS							R. Carr Merchants Refrigerating														
	A	B	C	D	E	F	JOB CATEGORY				J	K	L	M	N	O	P	Q	R	S	T
							G	H	I												
AVERAGE	-	-	-	-	-	34.3	-	-	-	-	-	-	33.1	-	-	41.3	-	37.5	28.6	36.6	
FIRST QUARTILE	-	-	-	-	-	21.5	-	-	-	-	-	-	23.5	-	-	34.5	-	34.5	24.5	21.5	
MEDIAN	-	-	-	-	-	34.5	-	-	-	-	-	-	24.5	-	-	42.0	-	38.0	27.5	45.0	
THIRD QUARTILE	-	-	-	-	-	40.0	-	-	-	-	-	-	44.0	-	-	45.0	-	38.0	29.5	45.0	
NO. COMPANIES	-	-	-	-	-	5	-	-	-	-	-	-	5	-	-	2	-	2	4	3	
NO. EMPLOYEES	-	-	-	-	-	5	-	-	-	-	-	-	6	-	-	8	-	3	7	9	

Phoenix, AZ

TOTAL ALL TYPES OF BUSINESS											Marsh & McLennan										
	A	B	C	D	E	F	JOB CATEGORY					K	L	M	N	O	P	Q	R	S	T
							G	H	I	J											
AVERAGE	31.3	35.7	32.5	24.3	28.0	37.5	30.0	26.6	27.6	32.4	-	35.5	37.4	28.6	23.2	36.5	27.0	27.0	33.3	22.9	
FIRST QUARTILE	26.5	31.5	24.5	15.5	17.5	29.5	23.5	17.5	25.5	26.5	-	31.5	30.5	24.5	17.5	31.5	21.5	22.5	28.5	20.5	
MEDIAN	29.5	35.5	29.5	22.5	25.5	40.0	28.5	25.5	26.5	31.5	-	33.5	40.0	28.5	22.5	36.5	24.5	26.5	30.5	22.5	
THIRD QUARTILE	34.5	40.0	42.0	28.5	33.5	45.0	32.5	30.5	30.5	38.0	-	38.0	45.0	31.5	26.5	42.0	34.5	30.5	38.0	24.5	
NO. COMPANIES	26	9	9	16	12	27	12	15	8	11	-	10	18	12	25	10	14	11	17	23	
NO. EMPLOYEES	32	15	10	16	12	27	12	17	10	11	-	23	27	35	35	14	166	32	23	75	

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Portland, OR

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

Ms. S. R. Wright
Portland Willamette Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	36.6	33.3	21.2	24.8	31.7	25.9	24.9	21.9	26.8	-	31.7	38.7	27.7	27.5	32.1	27.1	28.2	30.6	22.4
FIRST QUANTILE	24.5	33.5	28.5	17.5	17.5	22.5	21.5	15.5	18.5	23.5	-	26.5	33.5	25.5	20.5	23.5	24.5	24.5	25.5	15.5
MEDIAN	30.5	38.0	31.5	21.5	23.5	31.5	23.5	22.5	20.5	23.5	-	31.5	38.0	28.5	26.5	28.5	26.5	26.5	29.5	22.5
THIRD QUANTILE	36.5	40.0	36.5	23.5	29.5	42.0	30.5	30.5	22.5	30.5	-	36.5	45.0	30.5	33.5	42.0	27.5	29.5	33.5	26.5
NO. COMPANIES	34	12	12	16	14	29	16	14	13	6	-	12	26	29	18	19	20	17	26	22
NO. EMPLOYEES	35	27	14	20	23	34	16	19	17	6	-	340	49	45	20	39	111	69	27	44

Salem Area, OR

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

G. Ehlers
CH 2M Hill

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	31.0	28.5	21.1	23.4	31.8	22.5	21.2	25.1	31.4	36.5	32.1	25.5	22.2	-	35.0	30.5	32.7	28.7	22.2
FIRST QUANTILE	17.5	23.5	21.5	19.5	20.5	21.5	16.5	13.0	25.5	28.5	22.5	29.5	17.5	18.5	-	28.5	26.5	25.5	24.5	19.5
MEDIAN	25.5	24.5	30.5	21.5	23.5	32.5	20.5	23.5	26.5	32.5	36.5	34.5	21.5	22.5	-	34.5	31.5	32.5	26.5	20.5
THIRD QUANTILE	38.0	40.0	30.5	22.5	25.5	38.0	20.5	24.5	26.5	34.5	42.0	34.5	30.5	25.5	-	40.0	33.5	40.0	31.5	24.5
NO. COMPANIES	18	4	4	6	10	16	3	5	8	4	3	7	13	15	-	8	13	11	4	10
NO. EMPLOYEES	20	7	4	46	17	16	3	5	223	19	4	102	55	47	-	11	169	36	11	16

Salt Lake City, UT

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

E. Vega
Northwest Pipeline

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	32.4	-	28.0	24.6	35.6	32.9	27.9	27.3	29.1	-	31.2	40.4	20.3	25.8	33.3	28.0	23.6	28.1	20.5
FIRST QUANTILE	27.5	29.5	-	24.5	23.5	32.5	28.5	13.0	18.5	23.5	-	23.5	38.0	17.5	20.5	23.5	26.5	17.5	23.5	17.5
MEDIAN	32.5	30.5	-	28.5	24.5	33.5	32.5	29.5	21.5	28.5	-	30.5	45.0	19.5	25.5	32.5	27.5	22.5	26.5	19.5
THIRD QUANTILE	42.0	33.5	-	30.5	25.5	44.0	36.5	29.5	40.0	29.5	-	38.0	45.0	20.5	30.5	45.0	30.5	27.5	30.5	22.5
NO. COMPANIES	15	12	-	14	5	16	9	5	5	10	-	4	6	4	11	6	9	3	13	13
NO. EMPLOYEES	50	35	-	15	7	28	9	5	6	16	-	46	6	15	29	9	223	28	38	64

San Francisco, CA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

F. Loui
Landels, Ripley & Diamond

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	34.6	29.5	22.2	27.3	33.1	-	29.3	22.3	28.3	-	34.0	35.8	28.2	29.9	36.2	26.0	27.8	36.8	29.1
FIRST QUANTILE	26.5	31.5	23.5	17.5	22.5	26.5	-	20.5	18.5	21.5	-	26.5	30.5	21.5	25.5	29.5	19.5	23.5	28.5	21.5
MEDIAN	32.5	35.5	30.5	19.5	26.5	32.5	-	26.5	20.5	27.5	-	36.5	35.5	26.5	30.5	38.0	26.5	25.5	40.0	29.5
THIRD QUANTILE	44.0	38.0	31.5	27.5	31.5	38.0	-	35.5	24.5	28.5	-	44.0	40.0	34.5	34.5	40.0	34.5	30.5	45.0	33.5
NO. COMPANIES	33	8	9	10	15	26	-	11	12	7	-	18	18	32	10	6	7	4	12	10
NO. EMPLOYEES	48	15	11	18	20	26	-	12	18	7	-	42	47	39	15	16	26	24	16	27

San Jose, CA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

Ms. B. Toohey
Junior Ach. of Santa Clara Cty.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	-	37.9	25.3	35.7	39.4	31.6	29.2	-	36.5	-	28.4	38.6	33.3	37.4	-	27.0	36.2	37.0	25.8
FIRST QUANTILE	30.5	-	24.5	17.5	21.5	33.5	23.5	19.5	-	24.5	-	23.5	30.5	25.5	29.5	-	24.5	26.5	29.5	22.5
MEDIAN	35.5	-	38.0	23.5	35.5	40.0	29.5	31.5	-	40.0	-	27.5	42.0	31.5	40.0	-	27.5	38.0	34.5	28.5
THIRD QUANTILE	42.0	-	44.0	28.5	45.0	45.0	35.5	31.5	-	40.0	-	30.5	45.0	40.0	44.0	-	30.5	40.0	45.0	28.5
NO. COMPANIES	8	-	4	5	5	7	4	3	-	3	-	7	5	10	5	-	3	4	7	9
NO. EMPLOYEES	11	-	4	5	5	7	4	5	-	3	-	23	11	11	8	-	52	12	8	54

Seattle, WA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

R. L. Shepard
Travelers Ins. Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	32.4	32.3	22.3	26.2	35.4	27.7	29.4	20.2	34.7	-	27.4	35.9	27.4	26.9	37.9	26.1	31.1	28.7	23.3
FIRST QUANTILE	23.5	28.5	23.5	19.5	23.5	28.5	20.5	28.5	17.5	28.5	-	19.5	30.5	20.5	20.5	32.5	23.5	29.5	23.5	17.5
MEDIAN	29.5	30.5	26.5	21.5	24.5	35.5	29.5	30.5	19.5	32.5	-	24.5	32.5	25.5	25.5	35.5	25.5	30.5	29.5	21.5
THIRD QUANTILE	38.0	35.5	42.0	23.5	29.5	45.0	31.5	30.5	22.5	44.0	-	34.5	42.0	31.5	29.5	44.0	28.5	33.5	32.5	25.5
NO. COMPANIES	21	11	5	10	12	14	8	8	7	6	-	10	21	20	12	8	7	7	18	17
NO. EMPLOYEES	21	18	5	10	12	14	9	15	7	6	-	30	40	20	13	17	28	9	18	33

Spokane, WA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		M. M. Gleason Lemaster & Daniels	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	28.4	-	24.7	-	23.8	31.7	23.1	25.0	20.2	-	-	32.5	34.0	22.8	22.3	33.4	21.4	27.1	23.5	24.9	
FIRST QUARTILE	21.5	-	21.5	-	16.5	23.5	13.5	18.5	15.5	-	-	27.5	26.5	18.5	14.5	29.5	19.5	24.5	17.5	15.5	
MEDIAN	27.5	-	24.5	-	20.5	30.5	24.5	26.5	20.5	-	-	31.5	35.5	24.5	20.5	31.5	21.5	25.5	21.5	23.5	
THIRD QUARTILE	31.5	-	27.5	-	31.5	38.0	26.5	30.5	20.5	-	-	40.0	40.0	24.5	23.5	38.0	22.5	29.5	27.5	32.5	
NO. COMPANIES	25	-	6	-	13	14	5	7	5	-	-	11	21	3	12	9	11	11	15	12	
NO. EMPLOYEES	25	-	6	-	13	15	5	9	7	-	-	17	29	3	12	9	25	17	16	25	

Stockton, CA

TOTAL ALL TYPES OF BUSINESS																JOB CATEGORY										Tab Products Co.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T									
AVERAGE	27.8	22.7	27.4	19.6	25.6	33.0	29.0	19.6	-	-	-	35.2	28.7	27.0	28.3	36.4	26.5	31.1	26.3	18.9									
FIRST QUARTILE	20.5	18.5	21.5	14.5	16.5	27.5	29.5	13.5	-	-	-	31.5	21.5	22.5	19.5	31.5	25.5	24.5	22.5	14.5									
MEDIAN	28.5	20.5	24.5	20.5	23.5	32.5	29.5	14.5	-	-	-	35.5	26.5	24.5	29.5	36.5	26.5	30.5	24.5	19.5									
THIRD QUARTILE	34.5	26.5	30.5	21.5	32.5	38.0	31.5	25.5	-	-	-	40.0	31.5	30.5	33.5	40.0	27.5	33.5	31.5	20.5									
NO. COMPANIES	21	6	7	16	13	19	6	6	-	-	-	7	13	18	10	17	18	14	16	12									
NO. EMPLOYEES	23	6	7	17	14	19	6	6	-	-	-	10	15	10	11	19	174	37	19	17									

Tacoma, WA

TOTAL ALL TYPES OF BUSINESS						JOB CATEGORY						United Way of Pierce Co.									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	34.3	-	-	-	-	26.2	-	29.9	-	-	-	26.1	35.8	24.5	32.9	30.4	31.2	27.1	29.1	28.9	
FIRST QUANTILE	22.5	-	-	-	-	17.5	-	24.5	-	-	-	20.5	30.5	20.5	27.5	27.5	27.5	22.5	27.5	24.5	
MEDIAN	27.5	-	-	-	-	23.5	-	26.5	-	-	-	24.5	35.5	25.5	29.5	29.5	31.5	25.5	27.5	29.5	
THIRD QUANTILE	44.0	-	-	-	-	28.5	-	32.5	-	-	-	29.5	44.0	26.5	42.0	30.5	35.5	31.5	31.5	31.5	
NO. COMPANIES	8	-	-	-	-	5	-	8	-	-	-	5	10	6	6	4	5	4	7	2	
NO. EMPLOYEES	8	-	-	-	-	5	-	8	-	-	-	21	29	6	8	8	27	20	7	13	



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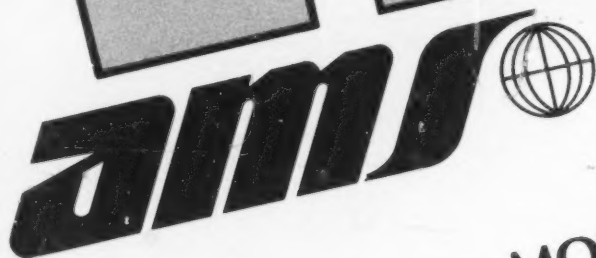
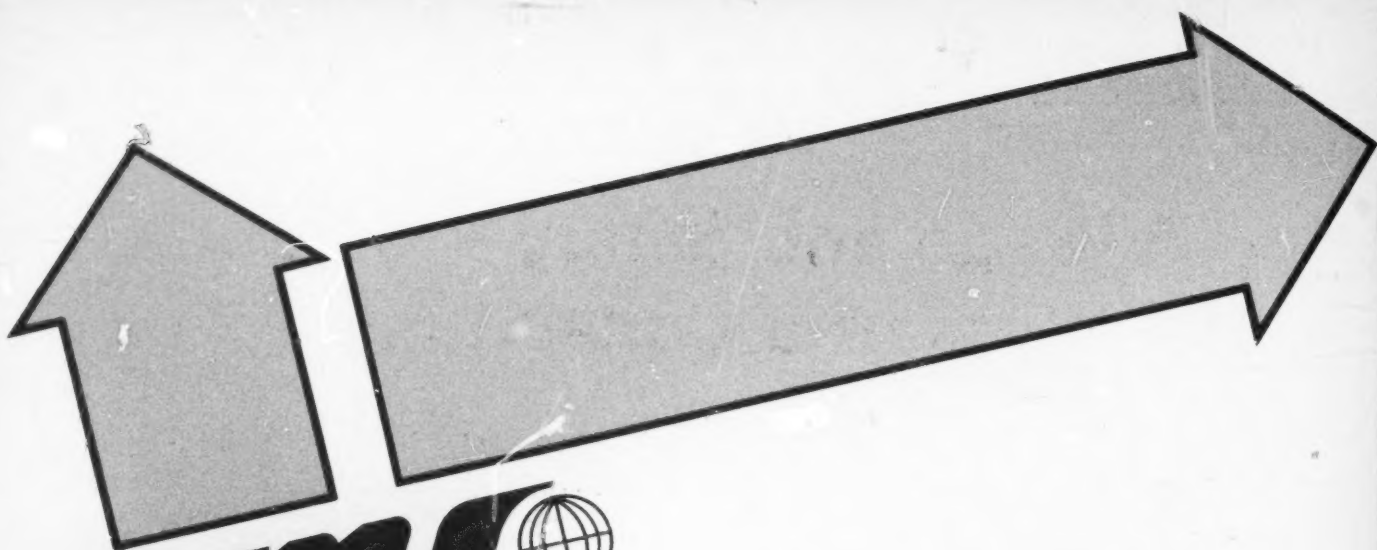
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